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ABSTRACT

Firms representing four segments of the foodservice industry (institutional foodservice (9 jobs), commercial restaurants (19 jobs), hotel foodservice (100 jobs), and airline foodservice (10 jobs), participated in a career and training study to test the feasibility of designing and implementing career progression (c.p.) systems within these segments. The firms were examined in the areas of organizational environment, production process, employee recruitment and promotion, job analysis and c.p., support systems for c.p., management decision on implementing c.p., and effects of the Career and Training Study. Major findings were: c.p. systems are applicable to the foodservice industry; a modified job task analysis is an effective method for structuring the data required to design such systems; the National Restaurant Association is an effective vehicle for communicating the c.p. concept; worker productivity measures generalizable to all segments of the industry could not be developed; labor union affiliation was not a barrier to the introduction of c.p. systems; a c.p. system is one segment of a total personnel structure and cannot be introduced in the absence of a series of employee-centered personnel policies and procedures. Study related materials are appended. (Author/NH)

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NATIONAL RESTAURANT ASSOCIATION
NRA

Development Of Career Progression Systems For Employees In The Foodservice Industry

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A NRA Publication

DEVELOPMENT OF CAREER PROGRESSION SYSTEMS FOR EMPLOYEES

IN THE

FOODSERVICE INDUSTRY

National Restaurant Association
One IBM Plaza, Suite 2600
Chicago, Illinois 60611

Gary L. Hotchkin, Project Director

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16. Abstracts

Four firms, representing four segments of the foodservice industry, participated in a Career and Training Study. The objective of the Study was to test the feasibility of designing and implementing career progression systems within the four chosen segments of the industry. The major findings were: career progression systems are applicable to the foodservice industry; a modified job task analysis is an effective method for structuring the data required to design such systems; the NRA is an effective vehicle for communicating the career progression(c.p.) concept; worker productivity measures generalizable to all segments of the industry could not be developed; labor union affiliation was not a barrier to the introduction of c.p. systems; a c.p. system is one segment of a total personnel structure and cannot be introduced in the absence of a series of employee-centered personnel policies and procedures.

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PREFACE

This document constitutes the final report of the National Restaurant Association to the Office of Research and Development, Manpower Administration, U. S. Department of Labor, on a Career and Training Study (CTS) funded by the U. S. Department of Labor over the period April 15, 1971 through April 15, 1974.

The design, development and implementation of this research project has truly been a cooperative effort. The project staff of the National Restaurant Association (NRA) has had the benefit of major contributions of knowledge, insights and support from several officials of the Office of Research and Development, Manpower Administration, U. S. Department of Labor: Howard Rosen, Director; Seymour Brandwein, former Associate Director; William Paschell, Project Director; Juliet Brussel, Manpower Analyst; Lafayette Grisby, Supervisory Manpower Analyst; and Eugene Johnson, Manpower Analyst.

During the course of this three-year project, the staff of the NRA has had the cooperation and support of the officers and directors of the four participating companies where the research was conducted. Without this cooperation and support, the Study could not have been conducted.

As part of the overall efforts of the NRA staff, extremely valuable input, assistance and guidance were provided by: Dean Paul Gaurnier and Professor Donal Dermody, Cornell University, School of Hotel Administration; Robert Blomstrom, Ph.D. and Frank Borsenik, Ph.D., Michigan State University, School of Hotel Restaurant and Institutional Management; Douglas Kiester, Ph.D. and Ralph Wilson, Ph.D., University of Denver, School of Hotel and Restaurant Management; Lendal Kotschevar, Ph.D., University of Nevada at Las Vegas, School of Hotel and Restaurant Management; William Fisher, Ph.D., Executive Vice President, NRA; Chester Hall, Jr., Ph.D., Executive Vice President, National Institute for the Foodservice Industry; and Fred Welt, Culinary Institute of America.

The members of the NRA staff were also given valuable support and input from a group of industry training directors. This group met twice a year in conjunction with the semi-annual meeting of the Council of Hotel and Restaurant Trainers. This group consisted of Eleanor Adair, Service Systems, Inc.; Phillip Gibson, Sky Chef; Richard Hagen, ARA Services, Inc.; Martin Harder, Marriott Corporation; Richard Lewis, Canteen Corporation; and Ralph Pollack, Host International.

During the first contract phase of the Study, and for part of the second, Humanic Designs Corporation (HDC) staff contributed on-site technical guidance to the staff of the National Restaurant Association.

The major portion of the research activities was conducted by the in-house staff of the NRA: Gary Hotchkin, Director; David Magill, Deputy Director; Arlene Faulk, Research Associate; Hilda Matsuda, Research Assistant; and Darcy Todia, Research Associate. Mary O'Hara wrote and organized the draft final report and the final report, with the assistance of the NRA staff, and it was prepared for final printing by Arlene Adams.

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INTRODUCTION

Origins of the Career and Training Study

The industry's manpower needs approximate 250,000 new persons required annually to fill the jobs which the economic forecasts imply. Within the foodservice industry, there is now a burgeoning awareness that economic profit must be utilized to invest in human resources as well as physical resources if the industry is to grow and progress. A few foodservice organizations have initiated programs on a company-wide basis to systematically upgrade their employees. The great bulk of the industry, however, does not have these programs.

Consequently, in 1969, at the impetus of concerned industry and association leaders, educators and government officials, the first industry-wide major research ever conducted on non-management personnel in the foodservice industry was authorized by the Office of Manpower Research, Manpower Administration, U. S. Department of Labor, at the request and with the support of the National Restaurant Association. Undertaken by the School of Hotel Administration, Cornell University, this research, entitled "A Study of Career Ladders and Manpower Development for Non-Management Personnel in the Foodservice Industry," brought into focus the manpower problems besetting the industry and recommended specific solutions by which these problems could be overcome.

Investigation of personnel concerns in several segments of the industry revealed that:

- No specific educational, experience or skill prerequisites exist for entry level positions in the foodservice industry.
- Turnover rates are alarmingly high and occur with greatest frequency in the initial months of employment for non-management personnel.
- Employee recruitment and retention are made difficult by: the lack of employment standards; absence of formalized training programs within organizations; trying physical and psychological environments in which non-management employees are placed; the industry's relatively minimal wage and fringe benefit policies, and the absence of deliberately structured, visible promotional opportunities which could be evidenced by career progression systems.

The Cornell report recommended the development of employment standards, adoption of formalized training programs and coordinated steps to reduce turnover. The report concluded with a hypothetical career ladder for a foodservice operation as an example of career progression systems specific to individual enterprises.

The Cornell investigators also identified the great need for further research which would extend and expand on findings of their analysis. Concomitantly, there arose the question of the potential of a trade association for acting as a catalytic agent, motivating instrument, and knowledge resource for its constituency in designing career progression systems and developing skills training programs. It is against this background that the present Study, "Development of Career Progression Systems for Employees in the Foodservice Industry," took root and was initiated on April 15, 1971.

Project Objectives

The Career and Training Study, funded in response to proposals submitted separately by the NRA and HDC to the Manpower Administration, U. S. Department of Labor, has several purposes; primary among them are the following:

- Determine whether a career progression system could be designed and implemented within any or all of the four organization segments of the industry.

- Identify the methods and principles of technical analysis and system design for analyzing linkages among jobs forming logical sequences of promotional steps(1), which could be applied to the foodservice industry or segments thereof.

- Establish whether a national trade association can effectively introduce to an industry a prototype program of career ladder development and lead industry organizations to accept it in concept and practice.

- Operate as a technical assistance and consulting body for organizations within the industry, on a demonstration basis, helping participating firms to initiate a career progression system and tracking the outcomes.

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(1)The basic reference text used for analysis of jobs and design of promotional steps is: Eleanor Gilpatrick, Irene Seifer, *et al.*, *A Re-Test Model for Scaling Task Dimensions*, Working Paper Number 7, January 1970, sponsored by The Research Foundation, City University of New York, under grants by the Office of Economic Opportunity; Manpower Administration, U. S. Department of Labor; Health, Education and Welfare, Health Services and Mental Health Administration.

Plan of the Study

A research and demonstration program, the Career and Training Study was organized with the support of the Department of Labor to provide for a mix of both technical manpower planning systems design capability through HDC's involvement and in-depth knowledge of the industry in the presence of staff members of the National Restaurant Association. NRA proposed the four segments of the industry which were to be involved in the Study; identified appropriate organizations within each segment as participants; publicized the program and advised corporations and other associations within the industry of the Study and its progress. HDC was responsible for providing technical guidance to the NRA staff in the data collection, organizational analysis and program design phases. Staffs of both contractors worked as a team in performing the data collection and program design activities of the Study. HDC trained NRA staff members in analytic and design techniques, leaving NRA with a staff capable of continuing the work without on-going outside technical help. Although four organizations participated in the Study, HDC was present during the work in three; the Airline Foodservice work began just as HDC's participation drew to a close.

A board of six university consultants, representing the Schools of Hotel and Restaurant Management at Cornell University, the University of Denver and Michigan State University finalized the research design, advised the project staffs on the direction of the project and participated in formulating the project findings.

A Training Directors Advisory Board consisting of the training and manpower development officers of six corporations within the industry met semi-annually during the period of the Study and advised the project leaders on design and organizational development strategies.

Purpose of Report

The Study was conducted in two phases, as depicted in Figure 1, with a cooperative arrangement between the National Restaurant Association and a private consulting firm, Humanic Designs Corporation, supported by the Manpower Administration, U. S. Department of Labor. During Phase I, and a third of Phase II, both HDC and NRA staffs conducted the Study. In the latter portion of Phase II, the NRA continued to work on the Study without HDC assistance. In the course of the two contract phases, four organizations, representing different segments of the foodservice industry participated in the work of the Study: Institutional Foodservice, Commercial Restaurants, Hotel Foodservice and Airline Foodservice(2).

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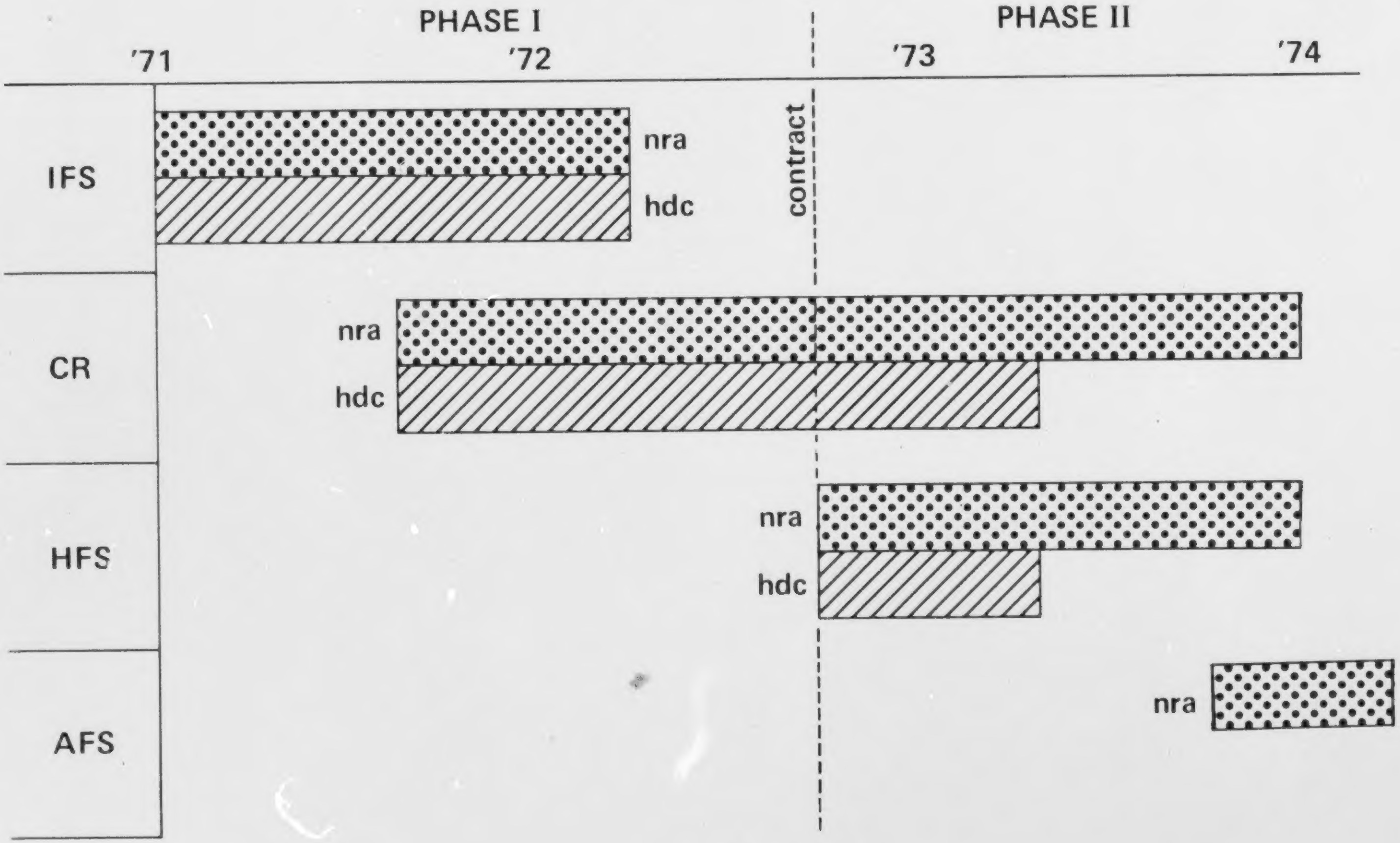
(2)For convenience, the abbreviations IFS, CR, HFS and AFS will be used to refer to the organizations, representing the four industry segments which participated in the Study.

FIGURE 1
PHASES OF CAREER AND TRAINING STUDY
April 15, 1971 – (December 31, 1973)



The term "Career Progression System" refers to a pre-planned series of job promotional steps by which persons advance from basic or low wage level jobs to higher positions within an organization. The concept is a foundation of most of the consulting activities performed by HDC since 1966. It is a concern of many academic, trade association and operating leaders of the foodservice industry, inasmuch as it appears to address a major industry problem, that of labor turnover. The focus of the Study was a test of whether, by establishing a career progression system, organizations within the industry could attract and hold, in greater numbers, workers who would be a more productive and stable workforce than foodservice operators had experienced in the past.

Organization of the Report

HDC has reported separately on its work with the IFS, CR and HFS organizations participating in the NRA Career and Training Study.

This document includes an overview, a summary of the general findings and a series of chapters presenting the results of work performed in each of the four organizations participating in the Study. Finally, a "conclusions" chapter elaborates on the NRA's position with respect to the Study objectives, organized in a text which contains observations by both the NRA staff and by sources beyond the NRA itself: the board of university consultants, the CTS advisory board, the Council of Hotel and Restaurant Trainers and active members of the NRA who have followed the Study and commented on its progress.

I. PROJECT OVERVIEW

This section of the report presents an overview of project activities in the four organizations which participated in the Career and Training Study. The overview summarizes the work accomplished and is followed by a statement of the organizational selection process and the general findings from the work of the Study.

Overview

Summary treatment of the effects of the Study necessarily overlooks important gains from the Study. The following paragraphs briefly describe the work plan followed in all four organizations and the major outcomes of project activities.

In all four corporations, CTS staffs conducted an organizational analysis, having as its purposes:

- Problem Identification: the collection and analysis of quantitative data which would point out the incidence and seriousness of any manpower problems such as those stressed in the Cornell Report--high labor turnover, recruitment difficulties, absenteeism and tardiness, the absence of specific job performance standards or needs for skills training in technical production areas.

- Definition of Personnel Policies and Procedures: In particular, patterns of recruitment, hiring, promotion and termination which would suggest causes of or correlations with the problems identified. Collection and analysis of demographic data on the organizations' workforces was conducted in this context.

- Manpower Needs Analysis: Application of the data on employee turnover to the job titles within the organization to establish whether specific skill level jobs have vacancy frequency patterns which indicated training requirements, promotional opportunities or job restructuring needs.

Once the organizational analysis was completed; its findings were summarized and presented to organizational management, with recommendations for a plan of further analytic work and a statement of goals for the analysis: i.e., design of a career progression system for the organization or development of a series of training or procedural modules to strengthen existing internal mobility processes. The second stage of analysis, if agreed to by organizational management, was preceded by: clearance with middle and first level managers and discussion with union officials where applicable.

The second phase consisted essentially of collection and analysis of data on the components of jobs within the organization. A job task and requirements analysis methodolgy was used to identify job components and quantify the levels of specific skill dimensions applicable to the jobs analyzed. Data on the jobs were collected through interviews and observations of the incumbents. Once the skill requirements of the job tasks were quantified an automated hierarchical clustering method established logical sequences of movement from one job to another. The results of the analysis were reviewed with management, in the context of a proposed career progression design. Given approval to proceed, the CTS analysts designed the agreed upon system.

In all four segments of the industry, career progression systems were designed with paths defined by which entry level workers, with some input of skills training by the organization, could be promoted through specific steps as far as to first level managerial positions. In the case of Airline Foodservices, the career progression system was partially developed by the organization itself. CTS' development work consisted of adding ports of entry to certain skill level jobs, developing performance standards for selected jobs, designing training curricula and creating methods to make a career progression system more visible throughout AFS.

Train-the-trainer programs were developed and conducted in anticipation of the introduction of employee training programs. Job descriptions were prepared for a series of jobs in three of the four organizations. Training curricula were designed in all four companies, based on a detailed analysis of the jobs to which employees would be promoted.

Implementation

The specific recommendations of the Career and Training Study were not adopted fully in any of the organizations participating. However, in three of the four corporations--IFS, HFS and AFS--the Study did result in substantial changes in the corporations' methods of approaching operational problems:

- The IFS began to examine whether its current operational and profits problems could be alleviated through resolving the firm's personnel problems. *The organization has, since the completion of CTS work, conducted a study of labor turnover; initiated employee orientation and skills training programs in several divisions of the company, at both managerial and hourly employee levels, and hired a Director of Personnel Development*. The organization's leadership has attributed these initiatives to the problem identification and design work of the Career and Training Study.

- *In HFS, the career progression proposals advanced by CTS are fully endorsed by managers of the HFS property*, who have requested the assistance of a full-time corporate staff member to guide its implementation.
- The AFS organization is committed to changes in and expansion of manpower utilization policies and procedures. *The management of AFS has accepted the CTS recommendations of additional career paths for hourly workers*, but an implementation date has not yet been scheduled.

Essentially, the Career and Training Study's effects cannot be measured solely in terms of whether or not organizational management implemented the career progression systems recommended by the CTS staff, precisely as formulated and on the target dates dictated by the time constraints of the CTS schedule. Organizational change is a gradual process, and some lapse of time between the CTS staff's departure from a firm and the incidence of change in manpower utilization policies and procedures has been noted in the IFS organization and, to some extent in the HFS firm.

NRA determined that institutional foodservice, hotel, airline foodservice and commercial restaurants would be appropriate types of organizations for research and demonstration on the feasibility and effectiveness of establishing a career progression system. The reasons for making these particular selections were:

- All four types of organizations represent, in aggregate, the largest proportion of foodservice workers in the nation;
- NRA leadership and the findings of the Cornell Report indicated that the four types of organizations exhibited some concern about labor turnover and other manpower problems on the one hand, and shortages of qualified skilled personnel on the other;

- These four divisions of the industry had high rates of growth, although the increases were unevenly distributed among the four;

- NRA had access to corporate managers in key organizations representing these industry divisions, and these managers expressed considerable interest in participating in the work of the Study.

Although the types of organizations chosen for approach by the CTS staff were selected for sound reasons, the selection of corporations within each industry division required some technical and organizational judgments by both the NRA and the technical assistance contractor, Humanic Designs Corporation. It seems fair to say that, although HDC and the NRA cooperated in the organizational selection process, neither group knew enough about the internal operations of the possible candidates for selection to make truly informed selections. This was partly due to certain characteristics of the business; partly, to the difficulties of dovetailing the interpretations and interests of two quite different types of staffs; the technical group and the trade association personnel. Moreover, it would have required extensive analysis of several organizations within each of the industry groups to choose the optimal corporation in which to undertake the research and demonstration effort. The time constraints of the project were such that, by the time enough data were available to apply the selection criteria, it would have been too late to begin work with another firm if the criteria were not met.

Application of Organizational Selection Criteria

One example of the difficulty of applying selection criteria is the issue of organizational expansion. Ideally, as HDC has experienced over several years of work in the field of developing employee mobility systems, the organization most likely to implement such a system is in the process of growth, experiencing a need for greater numbers of skilled personnel than it has presently on board. If an automobile manufacturer is adding a new plant, for example, there is evident need for additional managerial, technical, skilled and semi-skilled personnel. In the foodservice industry, however, expansion is not always scheduled to provide lead time in planning for manpower requirements. In IFS, for example, the winning of a new contract or entrance into the facilities of an additional firm is a carefully guarded secret, even within the corporation, until the contract is a reality. Secrecy is regarded as essential because of the competitive bidding which precedes award of an IFS contract. Usually, operations commence on short notice--i.e., 30 days--following award of a contract, obviating in many cases the possibility of a planned upgrading of staff to man the new facility. An ad hoc situation may prevail for some time after an IFS firm begins a contracted operation, with personnel borrowed from other operating units until the new operation completes its transition to a different IFS contractor.

The corporations chosen to participate in the Study were self-selecting to some extent. Moreover, the time and structural constraints of the Study, certain characteristics of the industry and specific problems within the organizations themselves did not permit the strict application of selection criteria prior to the inception of Study activities. The selection criteria which were identified at the outset were:

- Organizational Growth: All four corporations were, as far as could be determined, prosperous and growing although, as indicated above, the nature and extent of that growth could not be determined prior to the commencement of Study activities, i.e., prior to CTS' commitment on the choice of organization.

- Management Concern About Manpower Problems: NRA discovered that the organizations which ultimately participated in the Study exhibited varying degrees of concern about such problems as labor productivity and costs, manpower turnover and other profit-impacting personnel problems:

  -- Unknown prior to the beginning of the work was the degree of concern resident in each entity; most firms were not sufficiently focused on personnel problems to have begun collecting data on them and had little knowledge of the scope of their own manpower problems, because the costs of labor turnover are hidden, in that the firms' productivity losses due to frequent terminations and hires are unquantified;

  -- In some instances, profits and, therefore, the costs of manpower problems were almost inconsequential since the organizations' major profits were realized from other services (such as vending machine sales in the case of IFS or room rentals in the case of HFS).

- Organizational Willingness to Take Action: An index of organizational willingness to act to alleviate or resolve manpower problems is an agreement to invest funds and staff in the design and implementation of personnel systems: specifically a career progression system. While managers initially agreed in principle to the prospect of such an investment, the real test did not come until a good deal of analytic work had been completed, and the organization is requested to set concrete goals of specific numbers of promoted employees and to designate organizational staff to take charge of continuing the project after the departure of the outside analysts.

The concluding chapter of this report presents and analysis of the project objectives in light of the CTS experience. The general findings which follow immediately apply to the project as a whole. Organization-specific findings are included in the appropriate sections of the report.

II. GENERAL FINDINGS

Feasibility of Implementing Career Progression System

Many of the organizations comprising the foodservice industry have, beyond the scope of this project, demonstrated that career progression systems can be designed and implemented successfully. Two of the most rapidly developing hotel chains in the U. S. --with self-designed career development systems--and a number of commercial restaurants--members of the NRA from Michigan, New Mexico and a restaurant chain in Florida--are examples.

The IFS, CR, HFS and AFS organizations all exhibited a growth posture--one of the primary selection criteria--at the inception of CTS activities. However, only limited data on profits and expansion were available and, in one case, the organization was characterized by declining rather than expanding profits. CTS staff experiences with foodservice organizations not included in the Study suggest that the optimal growth organization is one which is establishing new plants or facilities which create a clear need for skilled manpower.

Those organizations which have established their own career progression systems are those which have a planned growth of new units or properties. Profits, rather than new plants, were the only indicators of organizational growth which were estimable or known to the CTS analysts when organizations were selected for participation.

As the concept of a career progression system was explained initially to corporate management, the latter's verbal commitment to act to remedy the organizations' manpower problems was taken at face value. No commitment of funds, promotional goals or staff allocations to the project could be requested at that point, prior to an analysis of the organization and the development of an organization-specific plan.

As the dimensions of the proposed organizational investment sharpened, the CTS staffs noted a withdrawal from what had been understood as an organizational commitment. This pattern was common to three of the four organizations and, in the estimation of CTS personnel, was attributable to several factors:

- The Distinction Between Different Levels of Management. Corporate management's commitment reflected an assumption that middle level and first level managers would support the program. Because the latter perceived short-term operational problems in implementing a career progression system, this support often failed to emerge. Corporate management did not override the unwillingness of operations managers to implement a career progression system.

- The Degree of Interest in Manpower Problems. Corporate managers did not ascribe sufficient importance to the perceived manpower problems to make personnel development problems a specific objective for whose achievement middle and first level managers would be assessed.

- Absence of Organizational Provision for Managerial Promotion System. Quite often, middle and first level managers failed to perceive any intra-organizational career advancement for their own benefit. They are therefore unconvinced of its need or value for hourly workers.

- Potential Impact of the Program. There is a risk of short term operational difficulties arising from the introduction of a career progression system. Moreover, the CTS staff found that, although the proposed system addressed the quite specific problems of better deploying, and offering advancement opportunities to hourly employees, in fact, full implementation required a series of changes in organizational policies and procedures which management was unprepared to effect. For example, implementation of the career progression system implied:

  -- an organization-wide career progression system affecting both management and non-management employees;

  -- development of a personnel information gathering and analysis capability;

  -- standardized hiring procedures and job performance measures;

  -- orientation and training programs;

  -- direction to management staff on the objectives and techniques of supervision.

In three of the four organizations which participated in the project, managers manifested real concern over the problems and probable costs of manpower turnover. In two cases, NRA and HDC staffs gave full presentations to corporate officers of the estimated cost in lost employee productivity which the organizations incurred as a result of the current staff turnover rates. Although the organizations accepted the findings that staffing problems are costly, the costs are not perceived as real, in the way equipment, food and other capital expenses are regarded.

The CTS staffs questioned whether a cost-benefit analysis of the impact of a career progression system on labor costs would be a convincing argument in favor of its implementation. The question was discussed at length with the University consultants who act as an advisory board for the project. The consultants unanimously agreed that a cost-benefit approach would be as unconvincing to the organizations as the arguments previously developed, including the estimates of labor turnover costs which, in fact, were presented to the corporate officers. The consultants reasoned that a cost-benefit argument would be unconvincing, because of the difficulty of identifying the real costs. The participants in the Study did not perceive manpower problems as direct, but as indirect costs, not accounted for in the cost accounting systems utilized by firms in the industry.

Methodology of Career Progression System Design

The Career and Training Study has resulted in the development of a methodology for establishing a career progression system which is generalizable to the industry. The concept and instructions on the design of career progression systems have been disseminated through filmstrips, publications, lectures and conferences with educators and operators in the field. The National Restaurant Association publication, How to Invest in People: A Handbook on Career Ladders, has been publicized in the NRA Newsletter, with recipients invited to send for copies; thus far, some 200 organizations have received copies of the Handbook.

One basic element of the original design, which HDC had applied in previous analytic and design projects within organizations outside of the foodservice industry, was use of the job task and requirements analysis (JTRA) methodology to develop linkages between jobs and form steps by which the tasks mastered by a worker in one job lead logically to another, more skilled job, drawing a higher rate of wages. With the assistance of HDC staff and the project's educational consultants from Michigan State University, a hierarchical clustering analysis was conducted which established job sequences in three of the participating organizations(1). In concept, the JTRA process is an excellent one, suitable for analyzing in quantifiable terms the skill and knowledge components of jobs in the foodservice and hospitality industry. However, it was not possible to translate the JTRA methodology into a practical technique which NRA could include in the Handbook with an expectation that it would be adopted by organizations within the industry as a basis for career ladder design. The complexity of the method and the time required for its effective utilization were considered by the NRA in deciding to omit references to JTRA from the Handbook.

For a job analysis methodology to be employed within the foodservice industry, task conglomerates rather than the basic tasks should be analyzed, with the universe of skill and knowledge dimensions of the task conglomerates revised to reflect the aesthetic and other dimensions which are critical to food preparation work. In the HFS and AFS organizations, the CTS staff did employ such a modified JTRA approach.

Role of a National Trade Association: Communication of Concept/ Program to the Industry

Distribution of the Handbook is one means by which the work of the Study is disseminated throughout the industry. Other communications included a series of six Teacher Institutes, conference sessions with instructors in the foodservice courses of secondary schools, technical schools and junior colleges. One part of each Institute was occupied by a presentation of the concept and design of career progression systems.

CTS staff members participated in conferences with representatives of several organizations within the industry. The Council of Hotel and Restaurant Trainers (CHART) has met since the inception of the NRA Career and Training Study. This group has consistently advised CTS staff members as the Study progressed. Moreover, CHART serves as a forum for promoting the career progression system concept and advising organizational representatives on the technical aspects of the process for developing career progression systems tailored to their own organizations' needs.

As the professional society for the industry's educators, the Council of Hotel, Restaurant and Institutional Education (CHRIE) has supported the concept of career progression, inviting representatives of the

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(1)S. C. Johnson, "Hierarchical Clustering Schemes," Psychometrika, 1967, Vol. 32, No. 3, pp. 241-254.

NRA to present findings of the CTS research to its membership at the annual meeting in August, 1973. The members have the capability of effecting curriculum change to insure that their programs will articulate with industry training programs.

In addition to its function as communicator, a national trade association such as the NRA, can be considered as a catalyst for change within the industry. This perception raises the following questions:

- How does the trade association--specifically the National Restaurant Association--differ, as a potential vehicle for initiating within a constituent organization the concept of career progression systems, from other kinds of interventionist groups, such as consulting firms, labor unions and university research organizations?

- Is there an appropriate combination of internal and external forces operating on an industry which creates for a trade association such as the National Restaurant Association the optimal conditions under which it can serve as a vehicle for organizational change?

The findings and observations of this report are confined to the Career and Training Study itself. It is dangerous to venture any generalizations about trade associations per se without conducting research on other such groups and drawing comparisons between them and their industries on the one hand and the structure and mandate of the NRA and its constituents on the other. However, certain characteristics of the NRA, common to a number of such organizations, presented distinct advantages to the research staff in the conduct of the CTS; these would recommend consideration by the U.S. Department of Labor, Manpower Administration.

One quality is the organization's role as a source of information and guidance on management and technical subjects. It is not known whether most trade associations parallel the NRA as an educational resource for their industries, but a fair sample of the trade associations in the nation seem to exercise an educational function.

Since the trade association is commonly viewed by industry as its spokesman, an absence of suspicion and considerable openness in discussing management problems and organizational concerns permitted the NRA Career and Training Study staff to perform their organizational analysis work in a relatively short time and with confidence in its findings. An outside consulting group or a labor union research group might have greater difficulty in accessing corporate leaders and organizational data.

Continuity and expansion of the research idea are within the capacity of the trade association. Equipped with the technical training provided by the consultant group, in the present case Humanic Designs Corporation, NRA is maintaining technical and informational resources relating to career progression systems design. The capacity is similar to that of a labor union group in the sense of its permanent attachment to a particular industry, but differs from the latter in the immediacy of the trade association's relationship with industry managers. A consulting group, on the other hand, necessarily moves among organizations and industries according to the demands of the market for its services.

In review, a trade association is an effective educational and communication resource for its constituency in formulating and disseminating the goals, benefits and procedures resulting from research. The NRA is a viable means of conducting research within its industry, based on:

-- broad and diverse representation within the industry;

-- strong educational and communication role, including dissemination of progress and status reports to: association sponsored councils; industry members through association publications; students and faculties at colleges and universities; management seminars and conferences, and foodservice industry teacher training institutes;

-- access to industry leadership with minimum delay and with emphasis on applied research to meet immediate and real needs;

-- capacity for combining the resources of several consulting persons/organizations to a purposive end;

-- publication and wide distribution of How to Invest in People: A Handbook on Career Ladders.

In the course of CTS activity, NRA demonstrated the effectiveness of a trade association as a vehicle for inducing change in organizations' manpower policies and procedures within the foodservice industry.

Factors influencing organizations' willingness to implement career progression systems include the industry's rate of growth and, concomitantly, the external economy's demand for the industry's products and services. Secondly, optimal conditions include job structures characterized by some depth in technical and managerial skill requirements. Finally, the trade association functions most effectively as an agent of organizational change when it has recognized stature within its industry and functions as an educational resource or information clearinghouse focused on major areas of concern within the industry. The association and its membership therefore should communicate reciprocally, with the latter seeking trade association help in lobbying with Federal agencies and the Congress as well as requesting information on improved operational principles and new products. The trade association, optimally, initiates communication with its membership on economic and industrial trends as well as operating techniques and new products. The NRA's rapport with its membership fits this description.

Structure of the Industry

The findings of the Study fall into both generalized categories and industry segment classifications with specific application to organizational groupings within the larger universe of foodservice firms. Although companies within the industry vary widely in size and mode of operation, few of the impediments to implementation of the career advancement program have been found so organization-specific that principles of research and system design could not be derived which are applicable to a range of firms.

III. INSTITUTIONAL FOODSERVICE

Organizational Environment

The corporation is a large national company whose $370 million gross sales in 1972 were derived from vending machine and institutional foodservices provided in hospitals, schools, offices and factories. Frequently the cafeteria, dining room and vending machine services are present within the same edifice. Vending machine sales often represent the profit center of the IFS organization, but award of vending maching contracts is often contingent on the vendor's ability to provide cafeteria and other services. In some cases, the host organization invites an IFS firm to bid on a contract wherein cafeteria-dining room service for breakfast and lunch is subsidized as a fringe benefit to workers rather than operated to earn more than an established rate of profit for the IFS firm. Such an arrangement is termed a cost-plus fixed fee contract.

The IFS firm which participated in the Study was selected by the CTS leaders for NRA in part for its growth posture within the IFS segment of the industry. Clearly successful and expanding, the organization is known to operate foodservices in several large Chicago office buildings. The organization seems to have elected to participate in the Study due to the president's interest in developing a training capability within the firm. Training was needed, according to a number of corporate managers, to improve the organization's performance in both foodservice and vending machine operations. One means of maximizing profit in the foodservice industry, especially in the case of multiple operating units is the standardization of recipes, and even menus, which permits centralized purchasing systems and, hence, optimizes the discount policies of suppliers of foods and food products. The effort to achieve standardization of recipes implies some systematic means for introducing the recipes and preparation techniques to food preparation staffs in the Chicago units. In vending operations, mechanical failures of high--although unmeasured--incidence indicated to corporate management that vending servicemen either failed to take preventive measures or did not understand the workings of the machinery sufficiently to effect necessary repairs, or both.

The organization is an amalgam of centralized and decentralized authority, with unclear lines of demarcation. Each unit is directed by a manager who is held responsible for the "bottom line" or profit figures of his unit. If the account or unit is of the cost-plus type, the manager has considerable autonomy, since the organization is primarily concerned with the unit's ability to provide satisfactory service; as long as the client remains willing to subsidize foodservice costs, with an assured profit margin for the organization, corporate managers are loath to intervene in unit matters.

It should be noted that the organization's system requirements at the inception of the Study, were confined to cost and profit data and did not extend to personnel questions. No "price tag" was attached to issues such as labor turnover, nor did the organization systematically apply measures of productivity to its workforce.

Production Process

The unit chosen as the Study site had a staff of 40 workers in 1971, distributed by the job titles defined in Figure 2. The unit operates on a cost-plus basis. The analysts examined the operation for evidences of manpower problems and areas of management concern which would suggest the need for development of a career ladder system for the employees of the unit. As the Study approached termination, additional data were collected for purposes of updating the staffing pattern of the selected site. The updated staffing pattern appears in Figure 2.

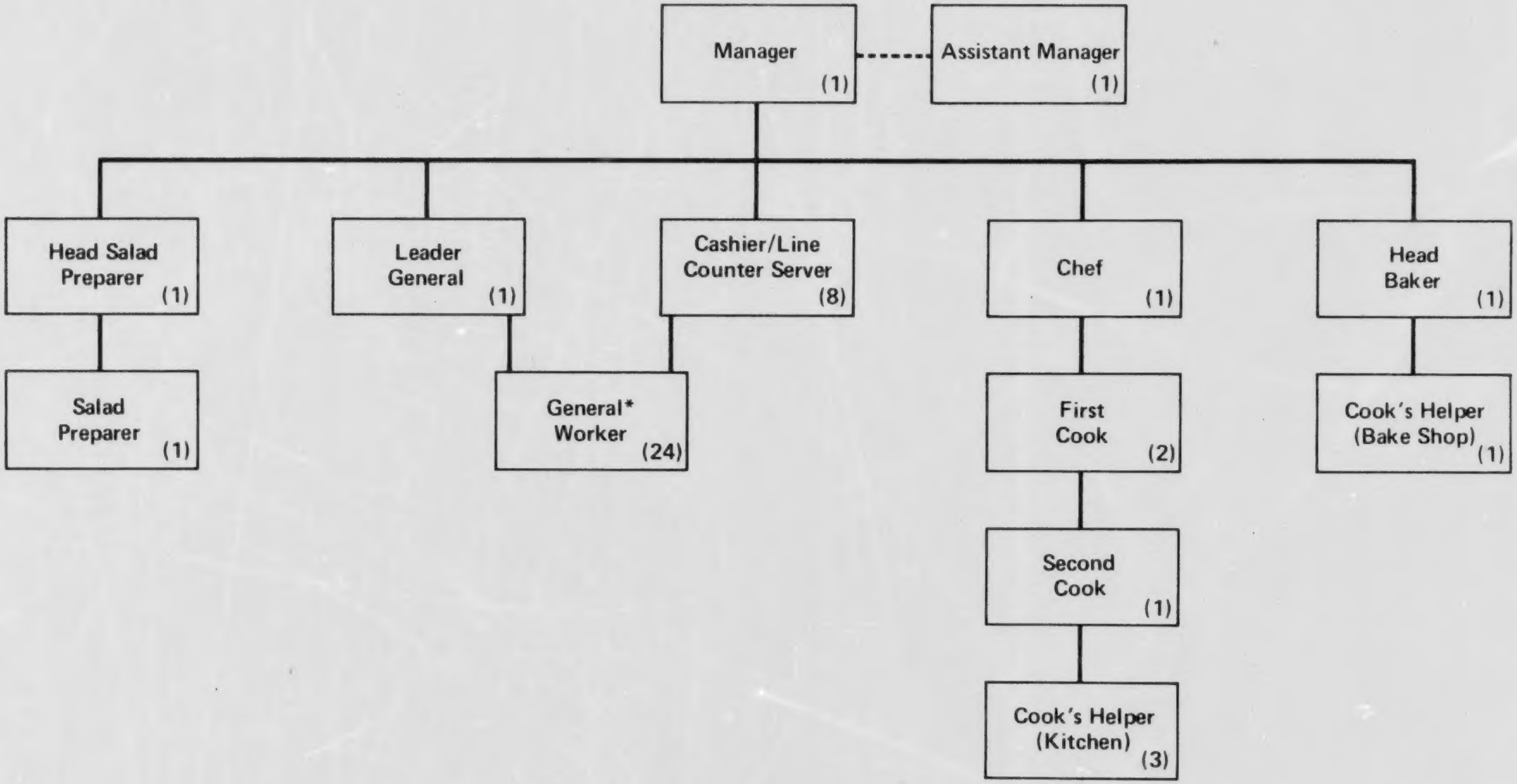
Breakfast and luncheon service requirements dictate staggered shifts in the unit, so that a portion of the lunch preparation employees, including the chef, and all breakfast employees report between 5:00 and 6:00 a.m.; other employees, including the dishwashing or general worker staff, report between 7:00 and 8:00 a.m. All employees work an eight-hour day.

Breakfast service requires two persons to perform grill work, and six to eight service workers. Back of the house employees: the chef, baker, first cook and head salad preparer begin the production of entrees, desserts and sandwich fillings to be served at lunch. Serving personnel, termed line counter servers, perform other than serving tasks, preparing salads, sandwiches, desserts and juices for display in the cafeteria serving area.

Because of the requirements of the cafeteria operation and the consequent alterations in job assignments throughout the day, job titles do not necessarily correspond to the work performed by the employees. The unit is not organized by a labor union but, as a matter of policy, the corporation maintains as large a proportion of the workforce as possible in titles such as general worker; it is regarded as advantageous to have a large number of non-specific titles to minimize possible grievances or work rules definitions. Study of the work performed by the general and line counter workers resulted in identification of 18 distinct jobs within the unit, 6 over the official number of job titles.

FIGURE 2

IFS: ORGANIZATIONAL CHART WITH STAFFING PATTERNS


Manager (1)
Assistant Manager (1)
Head Salad Preparer (1)
Salad Preparer (1)
Leader General (1)
Cashier/Line Counter Server (8)
General* Worker (24)
Chef (1)
First Cook (2)
Second Cook (1)
Cook's Helper (Kitchen) (3)
Head Baker (1)
Cook's Helper (Bake Shop) (1)

*A General Worker may report to the Leader General or the Cashier/Line Counter Server depending on his job duties.

(#) 1973 Number of Incumbents

NOTE: Comparing the number of incumbents in each job title for 1971 and 1973, there has been no change except for increases of 4 and 2 employees in the job titles of Cashier/Line Counter Server and Cook's Helper (Kitchen) respectively.

A survey of the 40 employees working at the site was conducted by CTS analysts; since the majority of the general workers in the unit were Spanish-speaking, both Spanish and English versions of the questionnaire were administered. The results of the survey indicate general employee satisfaction with their working conditions and with the industry, although Spanish-speaking employees (those in entry level jobs) were less positive in their estimation of the industry, their supervisors and their opportunitites for advancement within the organization. In general, the younger employees were less satisfied with their jobs than the older employees, and most terminations were voluntary.

Analysis of Jobs

Job task and requirements analysis, performed on nine of the twelve job titles, resulted in a proposed career ladder design. Figure 3 outlines the proposed paths along which promotions might occur.

The dimensions against which each task was scaled, were analyzed to establish those jobs whose skill and knowledge requirements clustered in linking patterns, establishing a logical progression from job to job in the proposed system. See Appendix A, for a listing of the dimensions against which the job tasks were scaled.

CTS staff members, observing the localized nature of employee turnover at the entry level in the selected unit, broadened the Study to include all units within the geographic limits of Chicago. It was proposed that implementation be effected on an inter-unit basis. The proposed inter-unit mobility model would accomplish two primary organizational objectives:

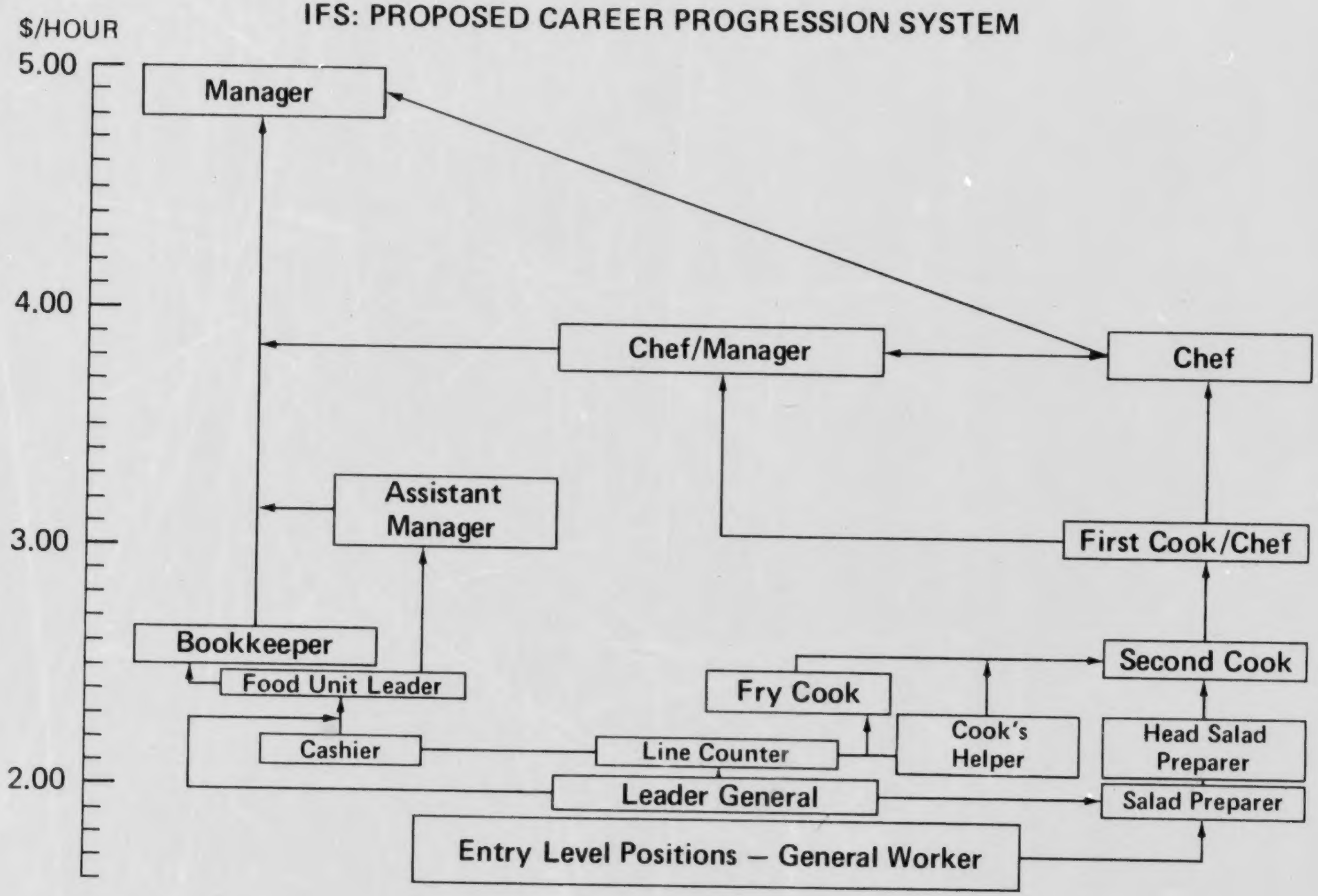
- Permit the organization to fill its needs for skilled labor within the Chicago area and to supply technical personnel needed for purposes of providing continuous training to achieve greater standardization in recipes and portion control;
- Provide staff for emergency needs, such as substitutions for ill or vacationing skilled food preparation staff members.

At the same time, the inter-unit expansion would provide a real and visible career advancement system for current employees of the organization.

A career progression system has been designed to accommodate the inter-unit mobility program recommended to the IFS organization by the CTS analysts. In Figure 2, the typical organizational chart of an IFS unit, indicating the current job structure, is depicted. Figure 3 presents the proposed mobility system, with promotional paths indicated by arrows.

FIGURE 3

IFS: PROPOSED CAREER PROGRESSION SYSTEM


$/HOUR
5.00
4.00
3.00
2.00
Manager
Chef/Manager
Chef
Assistant Manager
First Cook/Chef
Bookkeeper
Food Unit Leader
Fry Cook
Second Cook
Cashier
Line Counter
Cook's Helper
Head Salad Preparer
Leader General
Salad Preparer
Entry Level Positions — General Worker

The proposed progression system takes into account the CTS organizational needs analysis which identified predictable vacancies in skilled level jobs and the demand for a stable technical staff capable of performing two functions: substituting for key staff in various units who were absent and acting as a stable training resource capable of standardizing recipes, menus and cost control procedures and of preparing employees for higher skill jobs.

Recruitment and Selection Processes

The stability of the more skilled, higher wage workers and the incidence of turnover among general workers, especially the dishwashers, indicate that entry into the unit occurs through the general worker position. An annual turnover rate of 52.5% was found at the entry level. In the Chicago units at large, entry patterns are diverse; the ports of entry include unit manager, chef, first cook, second cook and general worker jobs. With the exception of very small units, having six to ten employees, unit managers are invariably hired into the organization rather than promoted to the position. In those cases where the manager had ascended "through the ranks," he or she invariably fulfilled both chef and manager job tasks and was paid below the organization's standard rate for the manager position. Hiring patterns for the Chicago area units as a whole are outline in Table 1.

CTS analysts have updated staff turnover figures for the unit analyzed. The current data indicated the same patterns of workforce loss which were observed earlier. Turnover for 1972 was 51%, and the rate for 1973 is 58%. If the general workers are regarded as a distinguishable sub-population, the rates are 63% for 1972 and 88% for 1973.

Factors Affecting Organizational Decision on Upgrading

Movement of employees from one organization to another seems to be the norm within the institutional feeding segment of the industry. This is especially true because of the incidence of contracting firms' changing accounts. When a firm moves into an already functioning operation, it frequently hires all or several of the staff members who had worked for the previous contractor. The IFS participant in the CTS was accustomed to this practice, and pointing out the estimated costs of the turnover rate failed to imbue in corporate management any resolve to take any action, at least the measures proposed by CTS analysts.

It seemed to the analysts that, in the IFS organization, entry level workers are hired primarily for their ability to do the immediate job and their willingness to accept the entry wage rather than their

TABLE 1

IFS - CHICAGO UNITS: SUMMARY OF STAFFING/HIRING PATTERNS

Title	Average Wage	Number In Title	Number Hired 1970-71	Percentage 1970-71
Manager	4.82/hr. (1)	16	7	44%
Head Baker	4.00/hr. (1)	2	-	-
Chef	3.75/hr. (1)	12	3	25%
Chef Manager	3.69/hr. (1)	6	-	-
Assistant Manager	3.05/hr. (1)	11	3	27%
First Cook	3.00/hr.	11	7	64%
Bookkeeper	2.50/hr. (1)	8	3	38%
Cook	2.46/hr.	12	2	17%
Food Unit Leader	2.43/hr. (3)	9	8	89%
Fry Cook	2.23/hr.	11	6	55%
Second Cook	2.23/hr.	12	4	19%
Wagon Cart Operator	2.21/hr.	3	1	33%
Head Salad/Sandwich Preparer	2.17/hr.	4	1	25%
Cashier, Line Counter Server	2.10/hr.	40	22	55%
Pantry Attendant	2.10/hr.	1	1	100%
Cook's Helper	2.09/hr.	17	8	47%
Leader General	2.01/hr. (2)	3	6	200%
Store Room Man	2.00/hr.	4	1	25%
Salad and Sandwich Preparer	1.98/hr.	5	14	280%
Salad Preparer	1.90/hr.	17	9	53%
General Worker, Dishwasher, Potwasher, Table Busser	1.90/hr.	271	174	64%
Totals:		477	280	59%

(1) Annual salary has been converted to hourly rate
(2) Not including 1@ 3.38/hr. (IFS(1))
(3) Not including 1@ 4.62/hr. (IFS(3))

potential for promotion to higher skill jobs. This hiring practice is in accordance with the requirements of the Equal Employment Opportunity Commission. However, it establishes a dilemma for advocates of career progression in the following respects:

- If the employer hires entry level workers on a first capable applicant basis, he may face severe obstacles such as a language problem which he would have to help overcome if the employee is to be promoted; in some areas this would place an educational as well as a training responsibility on the operator;

- If the employer selects entry level workers on the basis of their perceived promotion potential, he may violate equal opportunity standards.

Several unit managers throughout the IFS firm's Chicago units were interviewed on the question of their hiring standards, and their responses substantiated the observation about hiring for the immediately available position. In the unit which was the primary site for the CTS analysis, the unit manager depended entirely on the leader general to fill the entry level positions which became available. The bi-lingual leader general was able to recruit the dishwasher and sanitation staff either directly or through other Spanish-speaking employees. Interestingly, although these general workers were at the lowest wage rate of any workers in the unit, they indicated in the employee survey greater satisfaction with their wages than with any other facet of their jobs. As non-English speaking persons, it may be that their wage rate of $1.85 per hour is higher than the legally prescribed minimum, and the analysts conjectured that they might be well paid relative to their associates in Chicago's "barrio."

Decision-making on worker promotions was arbitrary, with little reference to worker preparation for the new job either through prior training or work experience. In Figure 3, the various turns taken by the leader general's career are depicted. The promotion to baker was effected on an interim basis and, according to the unit manager, did not endure once an experienced baker was identified for the position. Although the leader general functioned primarily as supervisor and recruiter of the Spanish-speaking general workers, he was also observed at times to fill in for the second cook and other food preparation workers.

Not all job title changes reflected a change in job duties in the IFS organization. Only two of the cashiers, for example, actually worked at the cash register; the others simply worked at the cafeteria counter but were "promoted" in title in order to secure a higher wage rate for them.

In the context of the suggested inter-unit mobility system, corporate managers pointed out that such a system would create the possibility of moving employees into and from unionized operations. Possible contamination of the unorganized units was feared if such a system were effected. Workers were not canvassed with respect to their willingness to forego the job security implicit in union affiliation for the sake of a promotion in title and wages.

Disruptions of operations through either union grievances or the loss of efficient workers promoted to other units were a prevalent concern of corporate and unit managers in their consideration of the proposed inter-unit system.

Effects of the Career and Training Study on IFS

Within recent months, the entire IFS organizational structure has undergone drastic and far-reaching management changes. These changes are partially the result of a divestiture and purchase within the past year and a change in top managements' make-up, thrust and direction.

The members of the CTS staff were pleased to learn that recommendations presented to IFS with regard to training, manpower development, and upward mobility have been acted upon and are presently being installed within the corporation. It was recommended by CTS that the organization design a system whereby it can effectively measure turnover in all of its operations and districts. This, in the past, was done on a haphazard basis and once the turnover problem area was pinpointed, a period of four to five months had passed, making any attempt at a solution useless. The present system, as installed, will prove much more effective in that the turnover reports will be generated on a monthly basis and provide valuable measurement and analytical tools for management.

The CTS staff also recommended that the organization develop an orientation program for all its employees, both new and those already on board. The primary reason for the program is that employees in the foodservice units identify with the host organization rather than with their actual employer (IFS). The overall effect of the program has yet to be measured as it has been recently instituted and not enough time has elapsed to measure its results. It is anticipated by corporate management that the orientation program will prove to be very effective in acquainting personnel with the company and adding to the image of the organization in the eyes of the employee. The program is set up in such a way that the employee is periodically being oriented throughout the entire first year of his employment.

Other programs currently being developed by the organization's inhouse training staff are management training programs that have a built in "career laddering function." A sales training program, maintenance training program, supervisory training program, and a route service personnel training program have been initiated. Of more importance than all of the above mentioned programs to CTS is the initiation of a foodservice employee training program. This training program is based directly upon the "how to" approach recommended by CTS staff members.

In conversations and meetings, the organization's manager of personnel development directly attributed all of the above mentioned programs to the work performed by the members of the CTS staff. Both the chairman of the board and the president of the organization have stated that the majority of the work presently being initiated by the organization in the area of personnel development and training can be attributed to the initial work and recommendations made by the CTS staff.

IV. COMMERCIAL RESTAURANTS

Approximately 85% of the members of the NRA fall within this segment of the industry. The firm which participated in the Study has two units in Chicago, both of which are middle price, full service restaurants with coffee shops, offering a varied menu and featuring specialty breads, cakes and cookies baked on the premises which are sold in the restaurants and over the counter. Over 200 people are employed in the two restaurants. The two restaurants are of about the same size, each seating approximately 200 patrons. Each has a coffee shop, dining room, and cocktail lounge. The coffee shops are open 24 hours per day, seven days per week. The dining rooms are open for 15 to 19 hours per day.

Organizational Environment

The organization is family-owned, with the president controlling most of the stock in the firm. Each restaurant has a general manager reporting to the president. All salaried staff members, ranging from the president and general managers to the cooks are recorded on the employee roster for a third corporation. The restaurants are charged a percentage of sales for their salaries. Each restaurant has a small group of long-term employees who, because of their long history with the organization are relied upon by the president for advice in areas outside of their current, formal position within the structure. A combination of personal relationships based on loyalty to the firm and formally structured authority positions dictates the power configurations in both units. The president's unstructured approach to delegation of authority and the high manager turnover make these configurations fluid and, for the employees, decidedly arbitrary.

Corporate profits are unstable, a fact unknown to NRA and HDC personnel prior to the inception of the Study. In fact, the president seems, from time to time, to consider opening another unit; it was the latter posture that attracted NRA to the CR organization as a good prospect for development of a career progression system.

For the most part, policies and procedures are not formalized. Such matters as the types and format of sales and cost reports, hiring standards, inventory controls and employee dress codes change radically from time to time. For certain employees, there has been an attempt to standardize organizational procedures. Upon hiring, waitresses are generally given, and told to study, a policy manual which details proper procedures in the dining room. On the other hand, the chef's recipes are a guarded secret, making it impossible for the managers to accurately assess the food costs and labor costs of menu items. Similarly, the highly reputed bake shops have no inventory control.

Production Process

Both restaurants operate 24 hours per day every day, a tradition of many years' standing. Although peak hours are the luncheon and dinner periods, the firm maintains round-the-clock staff in food preparation to handle late suppers and breakfasts. The job structure thus has some depth in the sense that technically capable kitchen staffs are required in higher proportions than would be the case if operating hours were shorter. Figures 4 through 6 present the CR staff allocations for representative business hours during the day. While round-the-clock operation creates some leeway for moving low skill workers into more highly demanding jobs, it does present some difficulty from the perspective of designing a career advancement system.:

- If the form of training is on-the-job, specific modules of training on site could be provided only at given hours; for example, the breakfast cook who works from 6:00 a.m. to 2:00 p.m. would be unlikely to be able to learn how to prepare several items appearing on the dinner menu, without a reassignment of shift;

- A system for documenting the promotee's mastery of each skill and knowledge area required to move a worker into a higher level job would have to be devised which is flexible enough to be maintained by non-professional staff and would therefore not require the constant presence of a career development coordinator.

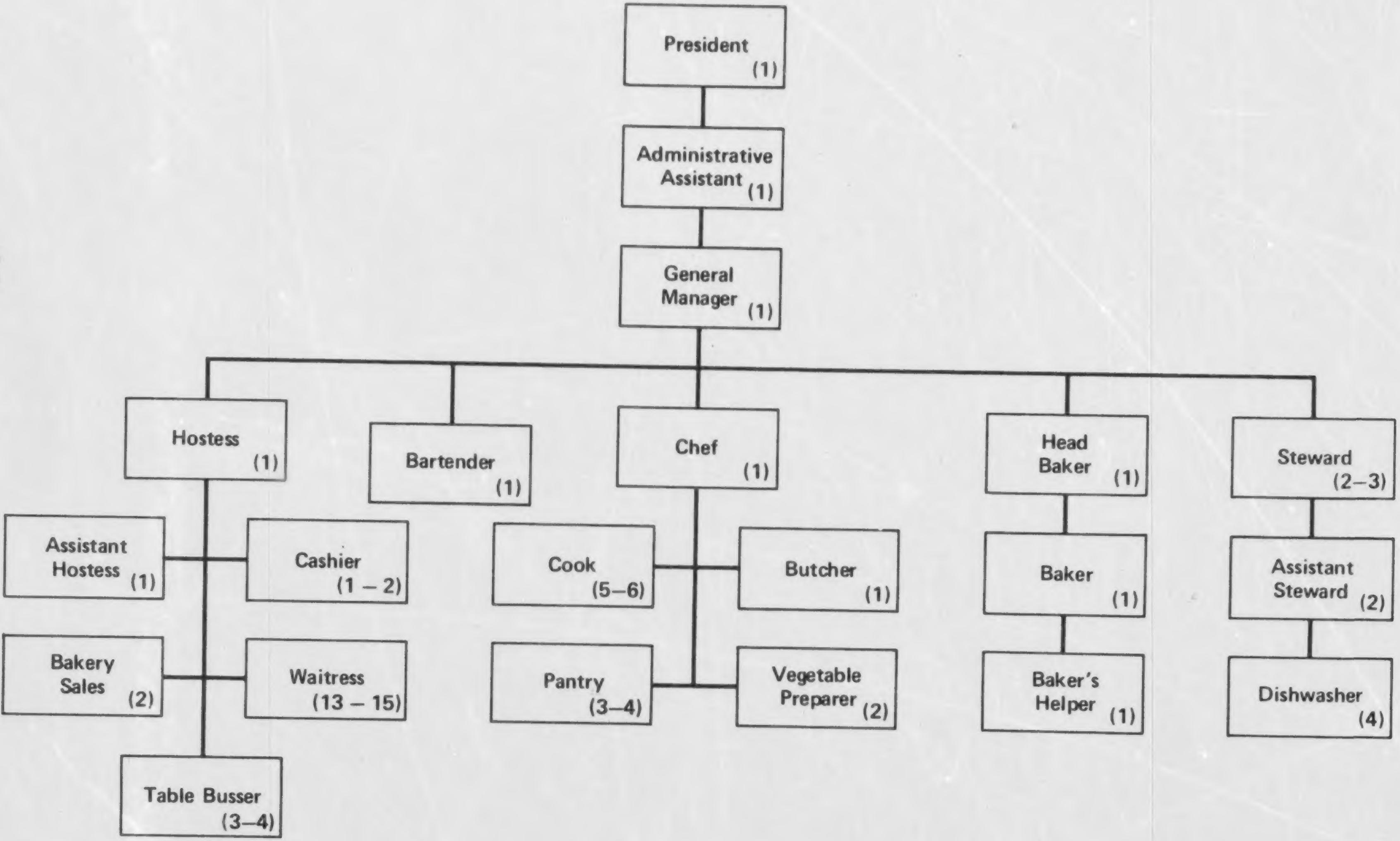
The latter consideration has the advantage, if the career progression system were implemented, of making the entire workforce skills development-oriented. But, as a practical matter the operating hours do create planning and scheduling difficulties which are not immediately apparent from a glance at the firm's organizational chart as a whole.

The tipped employee, a phenomenon of both the CR and HFS segments of the industry, presents a particular problem. An accurate estimate of the amount of income derived from tips is impossible to obtain. Although the tipped employee may earn a low hourly wage--in the CR under study, it is $.80--the remuneration from tips is sufficient to make the prospect of advancement to a salaried, non-tipped position unattractive. In the restaurant which participated in the Study, three dining room hostesses who had been promoted from waitress jobs told CTS analysts that they had experienced a reduction of income as a result of their promotions.

Productivity is somewhat difficult to assess for the commercial restaurant. In the industry as a whole, managers attempted to maintain flexible scheduling so that holiday crowds and customers at peak

FIGURE 4

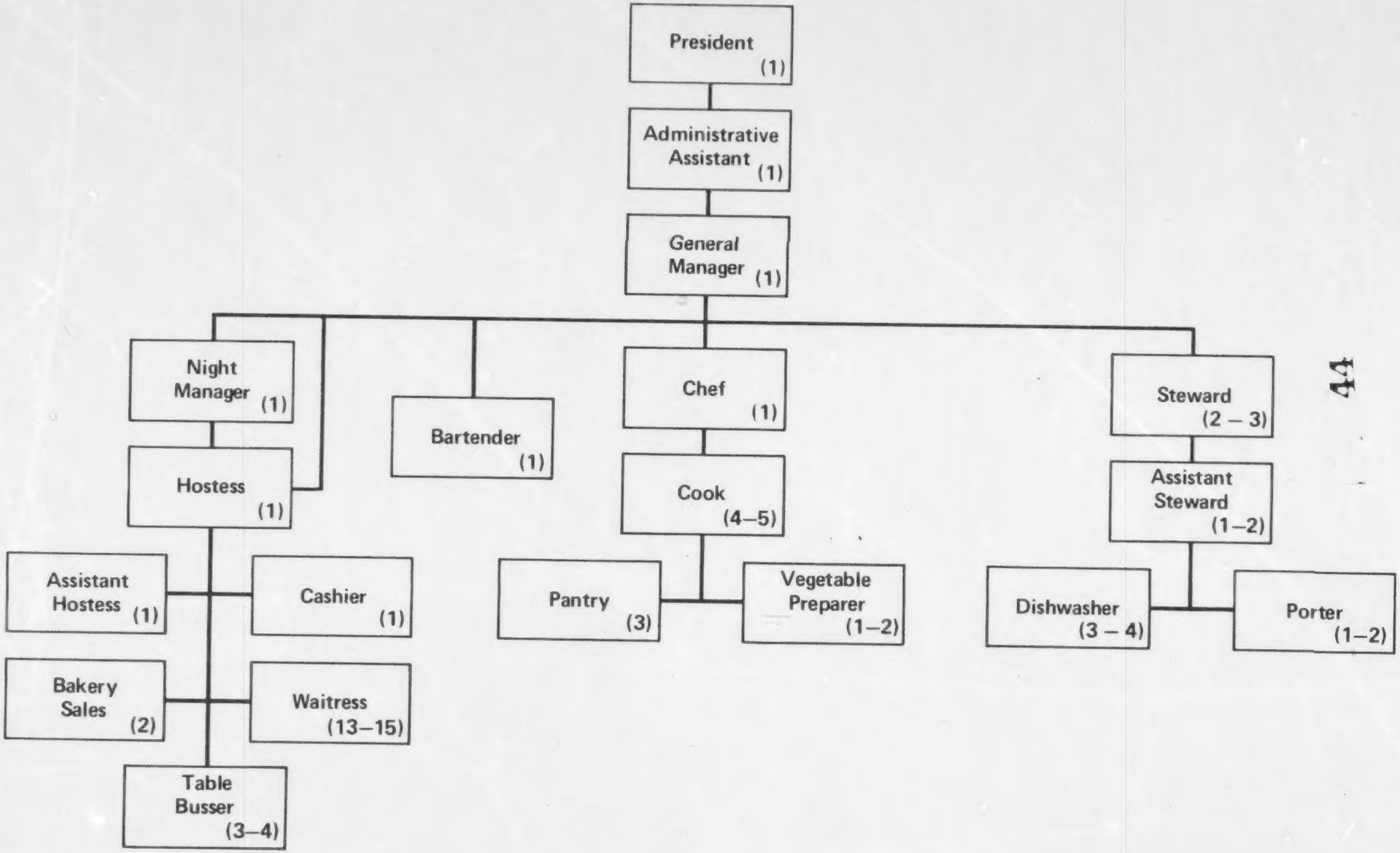
CR: STAFF ALLOCATIONS – WORK PERIOD: 6a.m. – 2p.m. *


President (1)
Administrative Assistant (1)
General Manager (1)
Hostess (1)
Bartender (1)
Chef (1)
Head Baker (1)
Steward (2–3)
Assistant Hostess (1)
Cashier (1 – 2)
Cook (5–6)
Butcher (1)
Baker (1)
Assistant Steward (2)
Bakery Sales (2)
Waitress (13 – 15)
Pantry (3–4)
Vegetable Preparer (2)
Baker's Helper (1)
Dishwasher (4)
Table Busser (3–4)

* Approximate number of incumbents working from 6 a.m. – 2 p.m. are indicated in parentheses

FIGURE 5

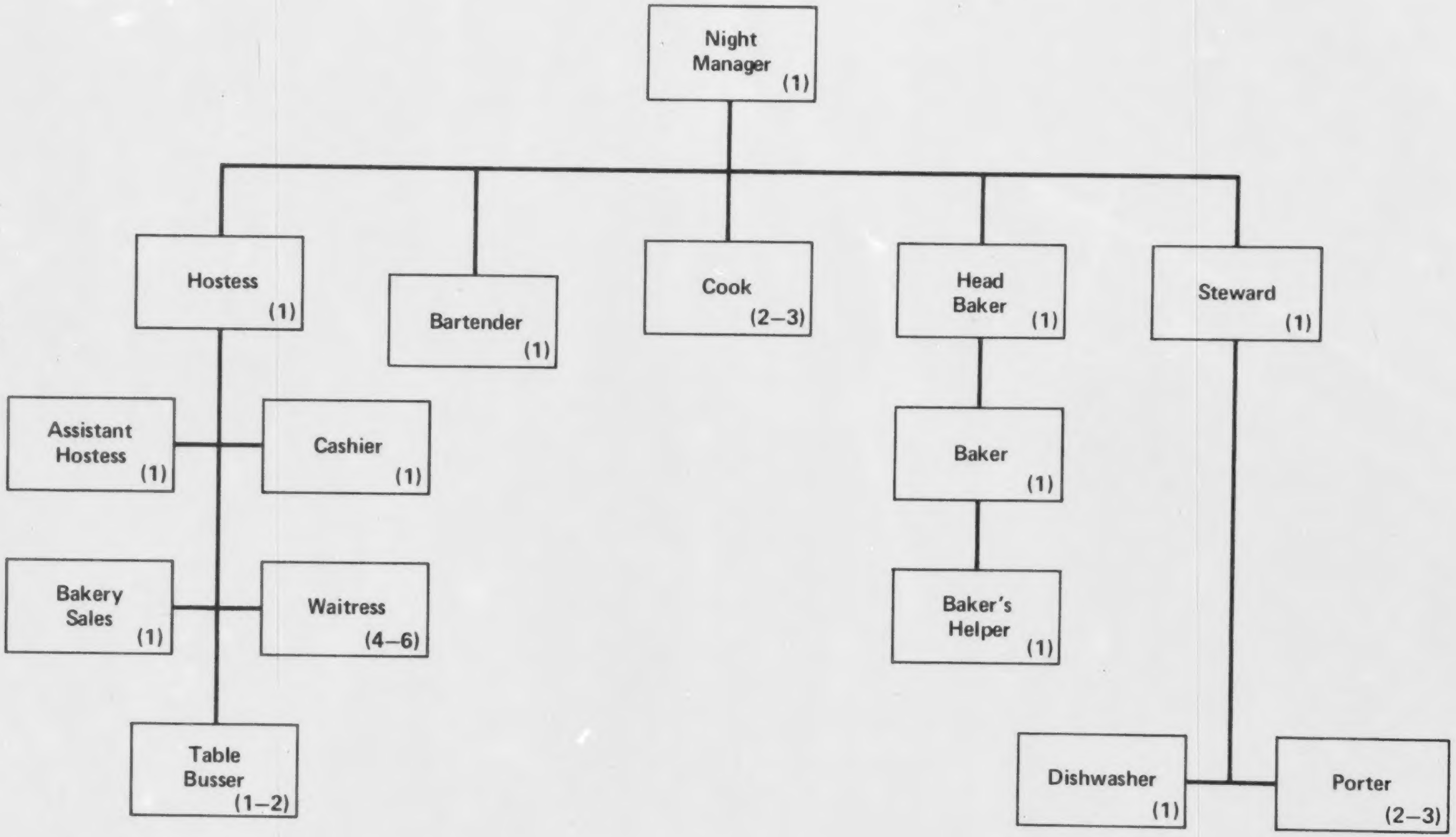
CR: STAFF ALLOCATIONS – WORK PERIOD: 2p.m. – 10p.m.*


President (1)
Administrative Assistant (1)
General Manager (1)
Night Manager (1)
Hostess (1)
Assistant Hostess (1)
Cashier (1)
Bakery Sales (2)
Waitress (13–15)
Table Busser (3–4)
Bartender (1)
Chef (1)
Cook (4–5)
Pantry (3)
Vegetable Preparer (1–2)
Steward (2 – 3)
Assistant Steward (1–2)
Dishwasher (3 – 4)
Porter (1–2)

*Approximate number of incumbents working from 2 p.m. – 10 p.m. are indicated in parentheses

FIGURE 6

CR: STAFF ALLOCATIONS – WORK PERIOD: 10p.m. – 6a.m.*


Night Manager (1)
Hostess (1)
Bartender (1)
Cook (2–3)
Head Baker (1)
Steward (1)
Assistant Hostess (1)
Cashier (1)
Baker (1)
Bakery Sales (1)
Waitress (4–6)
Baker's Helper (1)
Table Busser (1–2)
Dishwasher (1)
Porter (2–3)

*Approximate number of incumbents working from 10 p.m. – 6 p.m. are indicated in parentheses periods may be accommodated. At the same time, skeleton crews are required to cover slower hours, when customers may be very few. Some of the measures used in the organization studied are:

- Numbers of meals served per employee man-hour, when a meal is defined as any order which is more than a beverage;
- Labor costs as a percentage of sales, including food preparation, service, sanitation and management workers;
- Food costs as a percentage of sales.

In each case the ebb and flow of business may cause radical variances in the output of applying these measures, but over a long term such assessments provide guidance to management on the staffing of the operation.

The organization which participated in the CTS maintains the bake shop as a distinct profit center, with retail sales of baked goods counted separately from restaurant sales for meals and beverages. Restaurant utilization of bakery products, however, is not computed ordinarily, and therefore, actual production and sales of baked goods are not monitored.

In discussing the organizational environment, this document indicated that an atmosphere of shifting power and authority configurations pervades the CR. This organizational problem is symptomized by the absence of cost controls over both dining room and bakery production. Consequently, when the overall operational figures are assessed, corporate management is unable to identify problem areas. The management system, in brief, is midway between a full scale systems approach to the organization's overall objectives and the management by crisis tradition which characterizes much smaller organizations of this type.

Employee Recruitment and Promotion Processes

One of the major problems, and a hidden cost to the organization, is an extraordinarily high rate of employee turnover. In contrast to the pattern exhibited by the IFS unit analyzed, employee terminations and new hires are constant, affecting all levels of the organization, management through hourly groups. In the first quarter of 1972, when the CTS analysis commenced, the rate was 250% for the total workforce. Some of the larger staff groups, table bussers and waitresses for example, had a turnover rate of 417% and 285% respectively, in both restaurants(1). CTS staff encouraged CR management to set reduction in staff turnover as a major objective, on the basis of the analysis of the firm and following the technical work described later in this chapter. The organization's management failed to implement the proposed career ladder design and to build the other elements of a personnel system, recommended by NRA and HDC analysts, which are essential for its support and continuity.

Employee turnover data were updated, and a comparison of the outcomes of the initial analysis and the updated figures is presented in Table 2. As the data suggest, workforce loss is an enduring problem for the organization. Less than one third of the employees on staff at the time of the initial analysis were still employed by the firm in November, 1973. The CR hires new personnel continuously into the majority of the job titles used and frequently uses newspaper advertisements to recruit waitresses.

No specific hiring criteria were in effect at the time of the initial work in the CR. An ability to perform the immediate job seemed the prime determinant of the applicant's acceptability to the employer. Application forms used by the organization were not uniform in content; different versions of the application were used even within a single restaurant. Employee data were not compiled or analyzed in any fashion. Consequently, facts about an employee's other job experience which might be useful for selecting candidates to be promoted were unknown to the management.

Of the 56 employees having two or more years service, only six had been promoted or had a change in job status. Although the promotions constitute almost nine per cent of the workforce with more than two years of affiliation with the firm, the figure is low in light of the number of new hires into higher level positions with the firm. The promotions and job status changes effected for the six "old" employees are identified in Figure 7. Because of the limitations of personnel data collection processes, it was not possible to ascertain whether, or how many of, the terminated employees had been upgraded prior to their leaving the organization.

From the inception of the Study, employee dissatisfaction with their jobs and the firm seemed to be reflected in the high rates of voluntary termination. An employee survey administered to 208 CR employees early in the Study, however, indicated that employees considered their

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(1)Further details of the organizational analysis appear later in this section of the report and in the Appendix.

TABLE 2

CR: COMPARISON OF EMPLOYEE TURNOVER

1971 and 1973

Job Category	1971 Turnover	1973 Turnover (Estimated)*
Waitress	236%	270%
Table Busser	569%	474%
Cook	137%	300%
Bakery Sales	250%	150%
Cashier	257%	258%
Pantry	400%	267%
Vegetable Preparer	-	-
Baker's Helper	750%	300%
Dishwasher	314%	300%
Porter	285%	240%
Steward	-	600%
Bartender	-	-
Hostess	Not tabulated	360%
Butcher	Not tabulated	300%
Hat Check	-	-
	267%	279%

*Projected figures based on actual turnover data, 7/73 - 11/73

FIGURE 7

CR: PROMOTIONS AND CHANGES IN JOB STATUS FOR CURRENT EMPLOYEES OF TWO OR MORE YEARS

2 Cooks → Salaried cook positions

1 Pantry → Salaried pantry position

1 Waitress → Night Manager

1 Waitress → Dining Room Hostess

1 Waitress → Personnel Supervisor

jobs satisfactory, although some expressed dissatisfaction with their wage rates. A total of 148 employees terminated during the period July 15, 1973 through November 24, 1973.

In the process of analyzing the characteristics of the workforce and manpower problem areas within the organization, the CTS staffs recommended a series of systemic changes, relating both to the production process and to cost control measures which could be readily implemented by corporation management. In addition, a series of instructions for interviewers of job applicants were designed, and new application forms were developed. The instructions and copies of the sample forms appear in Appendix B.

Analysis of Employee Data

An analysis of employee demographic data, absenteeism, tardiness and terminations including voluntary and involuntary separations is shown in Appendix C.

In summary, the data(2) showed that:

- Members of minority groups constitute approximately 43% of the total workforce and are concentrated in the back-of-the house positions;
- Of the total workforce, 52% are female, and 48% are male;
- Approximately 66% of the employees have been employed at CR for less than one year;
- Absenteeism rates are moderate; no particular pattern of absenteeism by job category was observable; tardiness is a minor problem;
- Turnover is one of the major problems at both units, where annual rates run as high as 800% (baker), 700% (porter), 569% (table busser) and 333% (cashier). In the two units, turnover rates for the 1970-1971 period were 232% and 267% respectively. The largest percentage of the terminations were voluntary. In order to keep a constant workforce of 175 for an entire year, it is thus necessary to hire and train 425 persons(3).

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(2)Base data is as of the first quarter of 1972. Employee data were reviewed in October 1973, but there were no discernable changes from the 1972 patterns.

(3)Turnover data is based upon November 1, 1970 - October 31, 1971

Job Analysis

Nineteen of the jobs in the unit were analyzed. At the CR stage of CTS work, it was decided that the dimensions against which worker skill and knowledge requirements were scaled should be altered to reflect more closely the demands of the foodservice industry. Two new dimensions were developed in a departure from the job analysis approach used in the IFS organization; the new dimensions were not tested and refined as were those used in IFS job analysis(4). The analysts compiled a series of factors based on the skill and knowledge requirements for each job, which were subjected to computer analysis in the Johnson(5) method. The data collection and details of the application of the cluster analysis method are fully discussed in the HDC report on the project.

A clustering of jobs linked by skill and knowledge ratings emerged from the computer analysis. On the basis of the quantified linkages, jobs which connected with one another were laid out in a pattern of proposed promotional steps by which the employees at lower wage and skill jobs could ascend through the organization in graduated steps building upon one another and providing visible progression in skill from one job to another. Figure 8 depicts the organizational chart of the CR firm; staffing patterns in the two restaurants are parallel. In Figure 9, the career paths proposed as an output of the job analysis and hierarchical clustering are identified.

In addition to the career paths themselves, the job analysis produced fundamental data utilized for the preparation of job descriptions for each affected position in the career path and the elements of training curricula to be employed in preparing candidates for promotion to do the work required by the job to which he or she is to be promoted. Training curricula for seven jobs were prepared, and CTS analysts wrote eight job descriptions for the organization; the jobs for which these materials were prepared are indicated in Figure 9.

CTS staff suggested that implementation of the career progression system commence with the selection of a number of target jobs to

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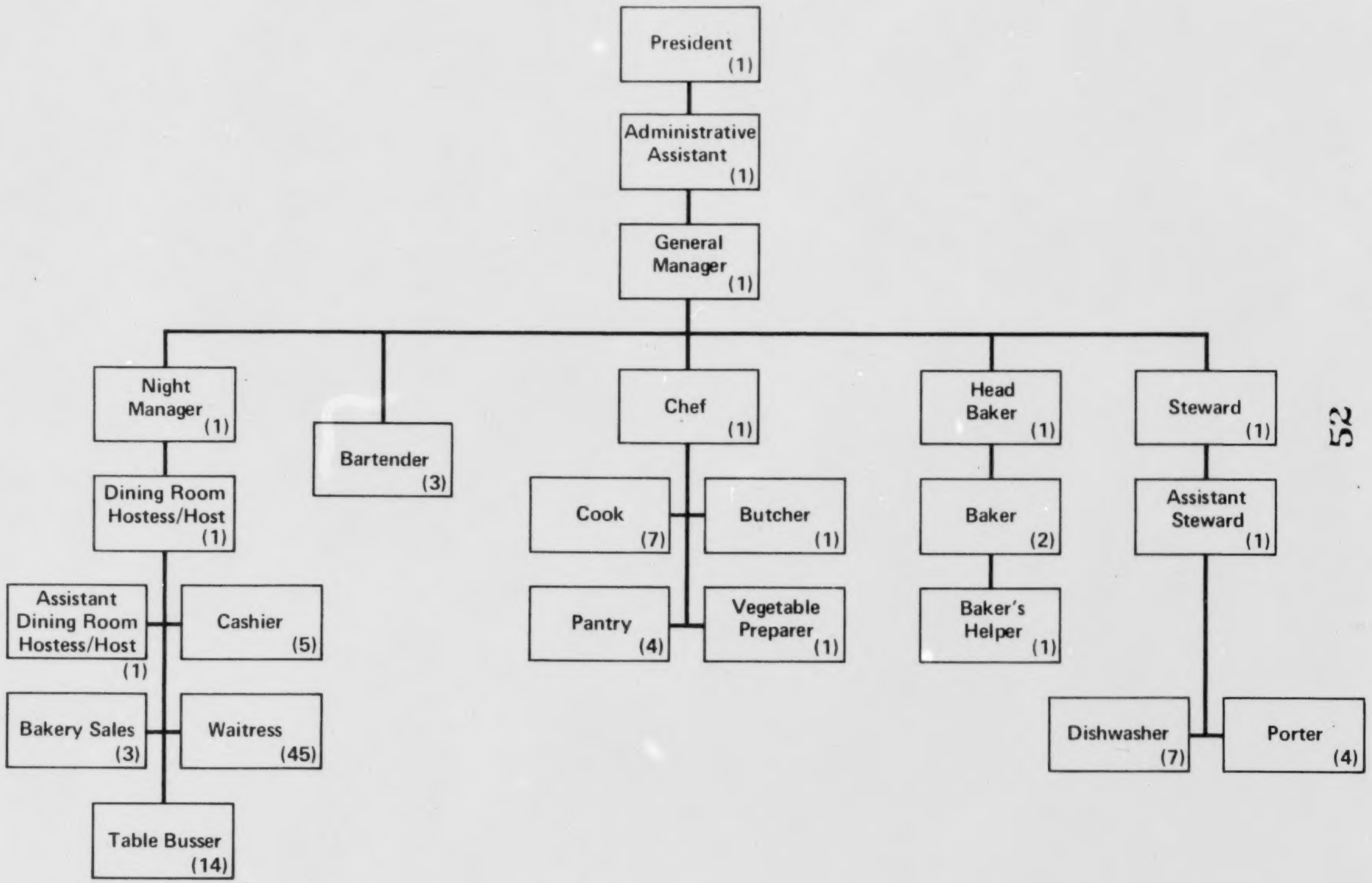
(4)The system HDC suggested and trained NRA staff to employ at the IFS is that developed by Eleanor Gilpatrick and Irene Seifer, Ibid. In the original methodology, the nine dimensions had been tested and refined for applicability to the jobs under study; the setting was a hospital. The revised enumeration of skill dimensions reflected such requirements as knowledge of the industry's terminology and cutting techniques.

(5)Johnson, loc. cit.

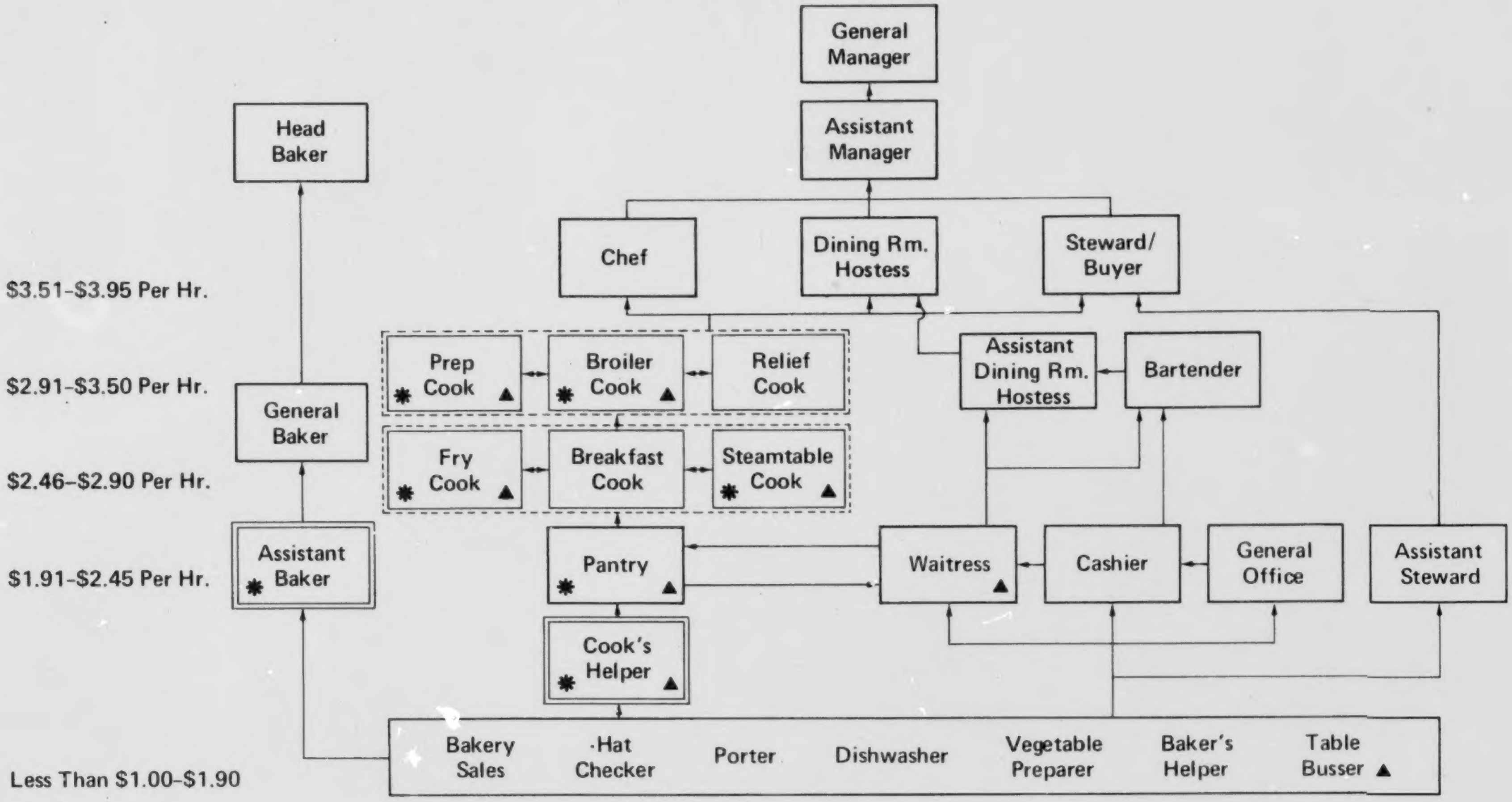
FIGURE 8
CR ORGANIZATIONAL CHART*


President (1)
Administrative Assistant (1)
General Manager (1)
Night Manager (1)
Bartender (3)
Chef (1)
Head Baker (1)
Steward (1)
Dining Room Hostess/Host (1)
Cook (7)
Butcher (1)
Baker (2)
Assistant Steward (1)
Assistant Dining Room Hostess/Host (1)
Cashier (5)
Pantry (4)
Vegetable Preparer (1)
Baker's Helper (1)
Bakery Sales (3)
Waitress (45)
Dishwasher (7)
Porter (4)
Table Busser (14)

*Approximate numbers of incumbents for one CR operation are listed in parentheses.

FIGURE 9

CR: PROPOSED CAREER PROGRESSION SYSTEM


General Manager
Assistant Manager
Head Baker
Chef
Dining Rm. Hostess
Steward/ Buyer
$3.51-$3.95 Per Hr.
Prep Cook ✱ ▲
Broiler Cook ✱ ▲
Relief Cook
Assistant Dining Rm. Hostess
Bartender
$2.91-$3.50 Per Hr.
General Baker
Fry Cook ✱ ▲
Breakfast Cook
Steamtable Cook ✱ ▲
$2.46-$2.90 Per Hr.
Assistant Baker ✱
Pantry ✱ ▲
Waitress ▲
Cashier
General Office
Assistant Steward
$1.91-$2.45 Per Hr.
Cook's Helper ✱ ▲
Bakery Sales
Hat Checker
Porter
Dishwasher
Vegetable Preparer
Baker's Helper
Table Busser ▲
Less Than $1.00-$1.90

NOTES:

1. In the case of the career progression through the food preparation area it should be noted that where the positions are enclosed by a dotted line it is necessary that the incumbent be trained in all three positions before he can move upward.
2. The job titles enclosed by double lines have been created by the Career and Training Study team.

✱ 3. Jobs for which training curricula were developed.

▲ 4. Jobs for which job descriptions were developed.

which employees could be promoted. Employees would then be invited to bid for selection as promotional candidates. Management could choose among the bidders on the basis of the skill and knowledge acquired in their current position--as documented in the cluster analysis--and other factors such as seniority within the organization, effective performance in their jobs and preparation through prior work experience.

Factors Affecting Organizational Decision on Upgrading

CTS staff, although convinced that implementation of the proposed career progression system would enhance the CR organization's prospects for improved profits through reducing the "hidden" costs of employee turnover and production problems, acknowledges that in fact the career advancement remedy does not address the fundamental organizational problems. Career progression systems are feasible for a commercial restaurant of the dimensions of the Chicago Study site. However, in the absence of broader systems approaches to the tasks of food cost reductions, marketing or merchandising and problem identification generally, it is unlikely that the CR firm would be inclined to embark on a program which is in fact only one subsystem of a total personnel process. Organizational strategies are required for a variety of problems and the manpower problems which the career progression system addresses are probably not the appropriate first line of attack.

NRA collected data on quarterly average customer check figures for the two units of the organization; these figures were compiled in 1971, and CTS staff had drawn them directly from the organization's fiscal reports. Over the long term, customer check averages provide a relative measure of customer acceptance. Comparative data on 1971 and 1973 quarterly customer check averages for one of the CR units are presented in Table 3. It should be noted that the figures are not in constant dollars, and that the CR has increased menu prices by approximately 19.7% in the two-year interval. Because of the increase in menu prices, if customer counts had remained constant or increased, check averages, excluding bakery sales, should have increased sharply. In fact, customer counts for the periods under review have increased by 5.6% while the average customer check has decreased by 3%. During the same period, despite the decline in sales volume, the organization has increased its staffing level by 13% over that in 1971.

In an effort to assist CR management in approaching some of its broader problems, NRA has provided a variety of services, some of which have been cited. As a means of directing CR managers toward implementing a career progression system, association resources conducted a series of Management by Objectives programs, tailored to the

TABLE 3

CR: COMPARATIVE CHECK AVERAGES*

1971 and 1973

A. Including Bakery Sales

	1971	1973	%Change
First Quarter	$2.22	$2.20	-1%
Second Quarter	2.28	2.26	-1%
Third Quarter	2.23	2.30	+3%

B. Excluding Bakery Sales

	1971	1973	%Change
First Quarter	$1.78	$1.74	-2%
Second Quarter	1.89	1.79	-6%
Third Quarter	1.86	1.84	-1%

*Part A of Table 3 is based on gross sales, including all bakery carry-out items, whereas Part B is based only on dining room and coffee shop sales. The figures were available for one of the two CR units only.

CR structure and designed to assist the organization's management to identify priority problems and systematically develop strategies for their resolution. NRA experts on restaurant operations and business accounting have advised the organization on a variety of business problems.

While receptivity to the proposed career progression system, in concept, is good, management is unlikely to move toward implementation until the organization's more fundamental problems are solved.

Effects of the Career and Training Study in the CR

Since the initiation of the Career and Training Study within the CR, the research team accomplished the following:

- Collected and analyzed demographic data on CR employees; documented promotional patterns exhibited by the firm;
- Identified and analyzed task data on nineteen jobs within the restaurants;
- Designed a career progression system which would meet the operational requirements of the organization and establish promotional opportunities for the employees;
- Defined target areas of concentration for implementation of the Career and Training Study recommendations: the kitchen and bakery areas;
- Developed and conducted a train-the-trainer session for ten persons selected as trainers of hourly workers;
- Conducted interviews with all of the key managerial personnel at CR as well as with the incumbents in the two areas on concentration;
- Conducted an employee survey which established:
    - general satisfaction with the CR as a good place to work and the industry as a good industry in which to work;
    - a pattern of higher satisfaction with their jobs if they indicated they like their supervisors; negative attitudes toward their jobs was correlated with dislike of supervisors;
    - confidence in themselves as qualified to perform their work;
    - deserving of higher pay;

  - -- patterns of higher job dissatisfaction among cooks;
  - -- a perceived need for training. (Three-quarters of the cooks said that they could do a better job if they had more training and over one-half of all non-managerial employees agreed.)

- . Conducted a customer survey to determine customer opinions of the food and the employees at both CR units which found the following customer responses:
  - -- general satisfaction with the food (1600 of 1700 respondents);
  - -- adequately trained staff;
  - -- favorable perceptions of the service except for variations from one time of the day to another, indicating what may be a scheduling or supervision problem.
- . Prepared job descriptions for the target jobs;
- . Wrote training curricula for all of the restructured positions in both the kitchen and bakery;
- . Prepared a new personnel hiring procedure, and designed an employment application form;
- . Developed an audio-slide program to orient new employees to the CR, its operations and the range of jobs available within the structure.

Beyond the developmental projects enumerated above, little substantive work on personnel policies and procedures has been accomplished in the CR to date. Neither the proposed new hiring procedure nor the application form has been adopted by the organization to date; however, the managers' having reviewed hiring/interviewing instructions with personnel staffs of the two restaurants may have induced some change from earlier practices. However, two of the four key people who would have installed the revised procedures--a general manager and a personnel supervisor--have left the organization since the procedures and forms were presented to CR management. The proposed career progression system has not been presented to employees by the management, and no formal employee training has been conducted. The CTS staff's expectations for the outcome of the CR effort were not met, and prospects for an implementation decision by CR management at any time in the near future are remote.

V. HOTEL FOODSERVICE

Hostelry in the United States dates back to 1634. Today, annual sales in the hotel industry run very close to $2 billion(1), of which food and beverage sales account for close to $750 million or 37.5% of the total annual dollar volume. In 1971, hotel revenues and operating costs were estimated as depicted in Figure 10. Sources of hotel sales are identified in the A portion of the Figure, while operating costs, per dollar expended, appear in the B portion on the following page. It is interesting to note that even with the expansion of many of the modern hotel organizations, the actual number of rooms available to the transient has decreased since 1948, by over 200,000, to a total of 1,265,000 in 1970(2).

In the past 20 years, while room rates have more than doubled, the annual occupancy rates have dropped 19%. More importantly, the combined food and beverage sales have dropped 7%, while at the same time the average sales value of a meal served to a customer increased from $1.90 to $3.43.

The above analysis of revenues and operating costs supports the contention that the hotel industry and its foodservice segment in particular are in need of serious study to increase corporate profits. Traditionally, hotelmen have not seen foodservice as a viable revenue producing department. However, in recent years, with the expansion of convention and banquet business, management is beginning to see that foodservice--including restaurants, snack bars, lounges, and room service--is becoming an increasingly important potential profit center.

The Firm

The hotel which participated in the CTS is a large, long-established multi-property national organization. The national division, a product of corporate mergers over the years, has large properties in all major cities in the United States and, in many, several hotels. In Chicago, the corporation has two properties, one oriented primarily

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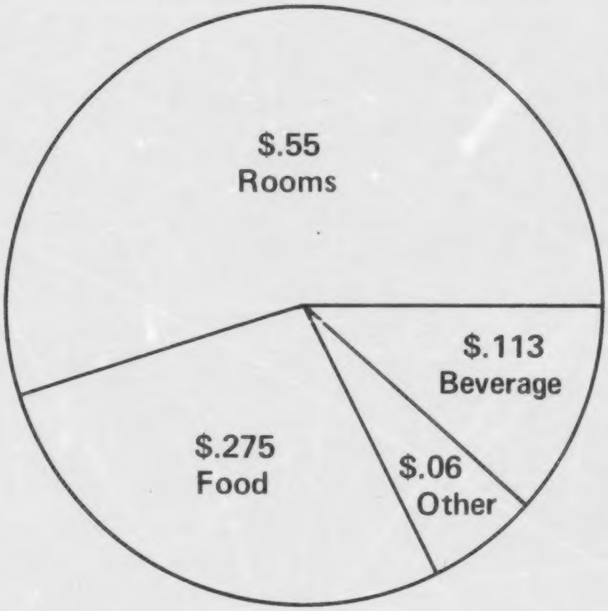
(1)Harris, Kerr, Forster & Company, Trends in the Hotel-Motel Business, 1972, p.5. This report furnished the data on revenues and expenditures appearing in Figure 10.

(2)Laventhol, Krekstein, Horwath & Horwath, The Tourism Gap, 1972, p.16.

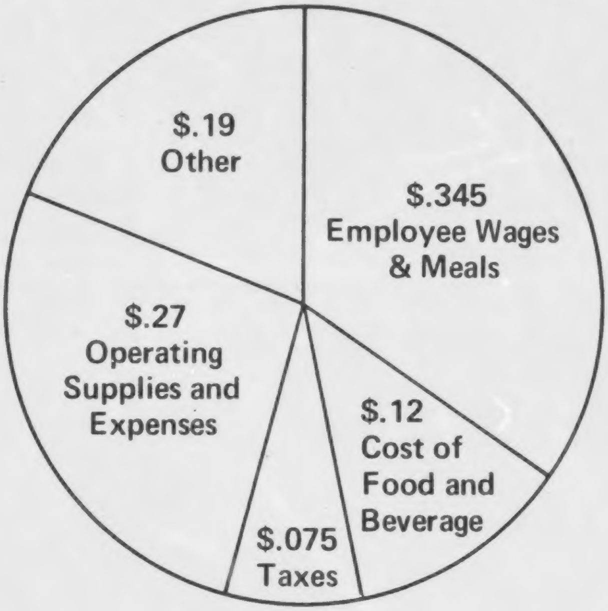
FIGURE 10

HOTEL INDUSTRY IN THE U.S.: 1971 REVENUE AND COST DATA

A. Hotel Dollar Revenue By Source



B. Hotel Dollar Expenditures By Cost Category*



*Includes both room rental and foodservice cost toward large convention and banquet business, the second a more elegant operation with several small restaurants and lounges. The latter was the site for CTS work in Chicago.

The hotel is a large and complex organization with over 1,000 rooms. The food and beverage department is managed by a food and beverage director who reports to the general manager of the hotel. All food-service business in the hotel emanates from this department, including room service, restaurants and banquet business. The department employs a minimum of 485 management and non-management employees(3) of the hotel's 1,200 workers. Food and beverage operations include four major divisions: food production, service, steward and clerical/ commissary workers.

Food and beverage employees are unionized; in Chicago, collective bargaining with corporate management is conducted by a Joint Executive Board of the Hotel and Restaurant Employees and Bartenders International Union (AFL-CIO) which includes five locals of different restaurant workers' unions. All employees on the permanent payroll of the hotel's food and beverage department are members of the union. Corporate staff met with NRA and HDC representatives before a decision on the hotel's participation in the Study was reached. Corporate and property managers both handle interaction with the union. Consultation with union leaders and with the management of the property occurred at the inception of CTS activity in the hotel.

The primary liaison for the CTS analysts during the Study was the hotel's director of personnel; at the corporate level, interaction was with the director of recruitment and training. It should be noted that, prior to the inception of the Study, a corporate vice president stated in writing that the organization would agree to participate in the project on the understanding that the corporation need expend no funds for additional staff in the course of the Study.

The Workforce

As analysis of the organization began, labor turnover, at least as reflected in the permanent staff lists, was not perceived by management as a major problem within the food and beverage department. It was found in the course of the Study that the turnover rate for food and beverage employees was approximately 31%, a rate not considered excessive in the foodservice industry. However, management was concerned about the relatively high labor cost per sales dollar which seemed characteristic of the department. This concern with productivity and with determining some patterns of workforce loss and job promotions were the questions addressed in the organizational analysis phase of the Study. The department's organization is depicted in Figures 11 and 12: management employees are charted in Figure 11, non-management in Figure 12. The ratio of management to non-management employees within the food and beverage department is 1:14; the ratio of supervisors to supervisees is 1:7. Information on the allocation of staff members within the department by work shifts was not available, but certain operations function 24 hours per day, while other units, for example, some of the restaurants, are open for limited hours each day.

---

(3)This figure may be an undercount of actual employees since some workers otherwise definable as permanent and full-time do not appear in the personnel records of the hotel. They, and temporary workers hired for banquets and other occasions are frequently entered on extra payroll listing and are not included in the hotel's staff lists.

Demographic data were collected for a sample of 356 employees throughout all departments of the hotel. The sample data relating to food and beverage employees appear in Table 4. The tables are not entirely reliable since the sample selection procedure was not random. Moreover, management employees are not included in the data base.

The demographic data indicate a preponderance of male employees in food and beverage. The length of service statistics suggest low hourly employee turnover rates for those in the sample; the median length of service for employees is calculated at almost four years in the beverage department and almost six years in food. In food and beverage, only three per cent of the hourly employees or four persons had less than three months service.

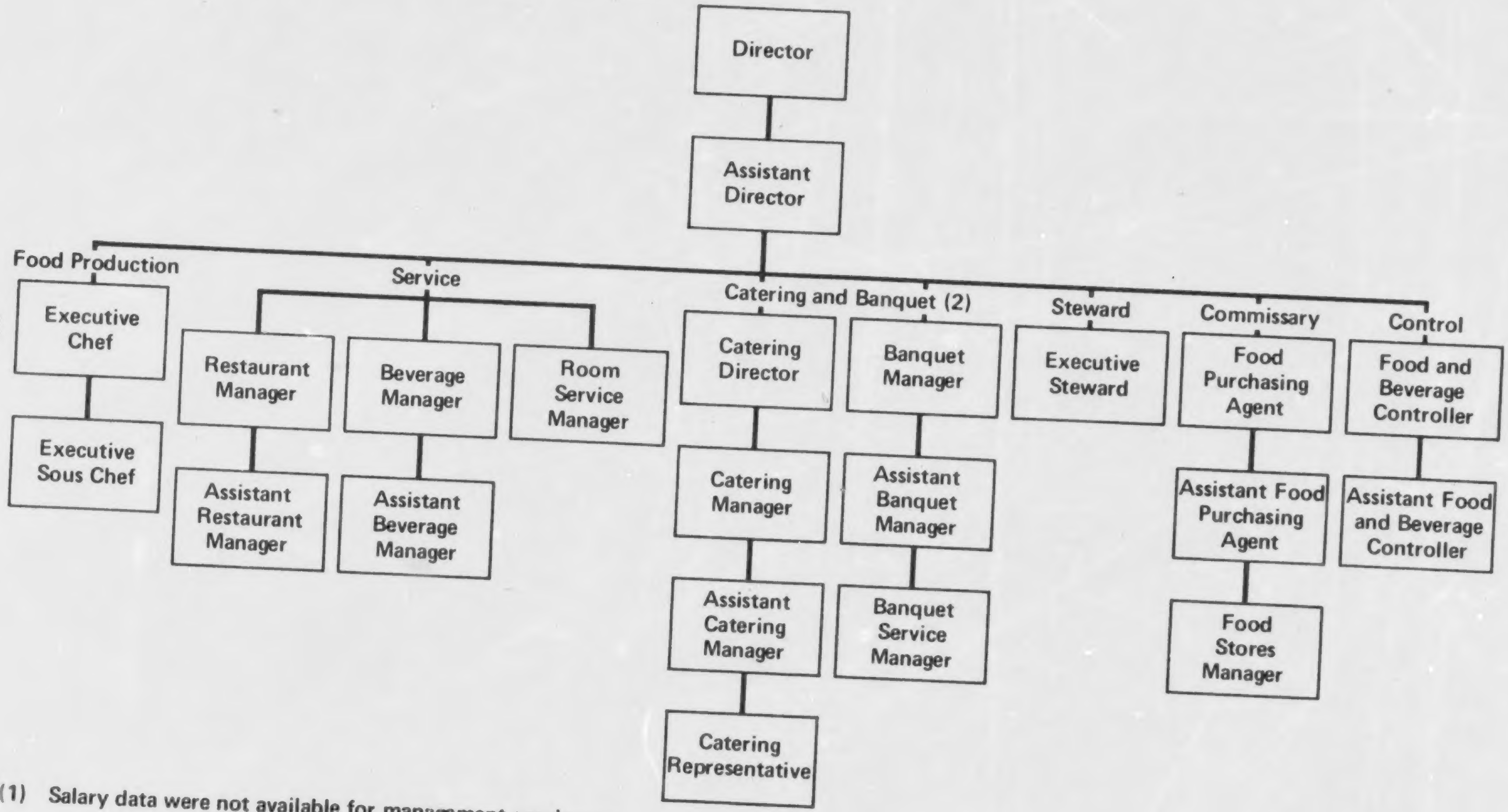
Tipped employees: waiters, waitresses and table bussers, appear at the base of the chart in Figure 12, because of their low hourly wage rate. In fact, however, waiters and waitresses probably earn within a range of $4.00 to $5.00 per hour, and table bussers earn an estimated $2.00 to $3.00 per hour, with tips. Waiters and waitresses allocate approximately ten per cent of their tips to table bussers(4). If wage data include adjustments for tips, the hotel employees' earnings are distributed in the pattern of hourly wages which appears in Table 5 where waiters, waitresses and table bussers are placed in the wage ranges which allow for earnings through gratuities.

---

(4)The calculation of tipped employees' earnings was arrived as follows: Fifteen percent of total sales for each restaurant was assumed to be the aggregate per unit gratuity; this sum was divided by the number of employee hours by unit for all waiters and waitresses--table bussers were assumed to receive ten percent of the waiters' and waitresses' tips.

FIGURE 11
HFS: ORGANIZATION OF FOOD AND BEVERAGE DEPARTMENT

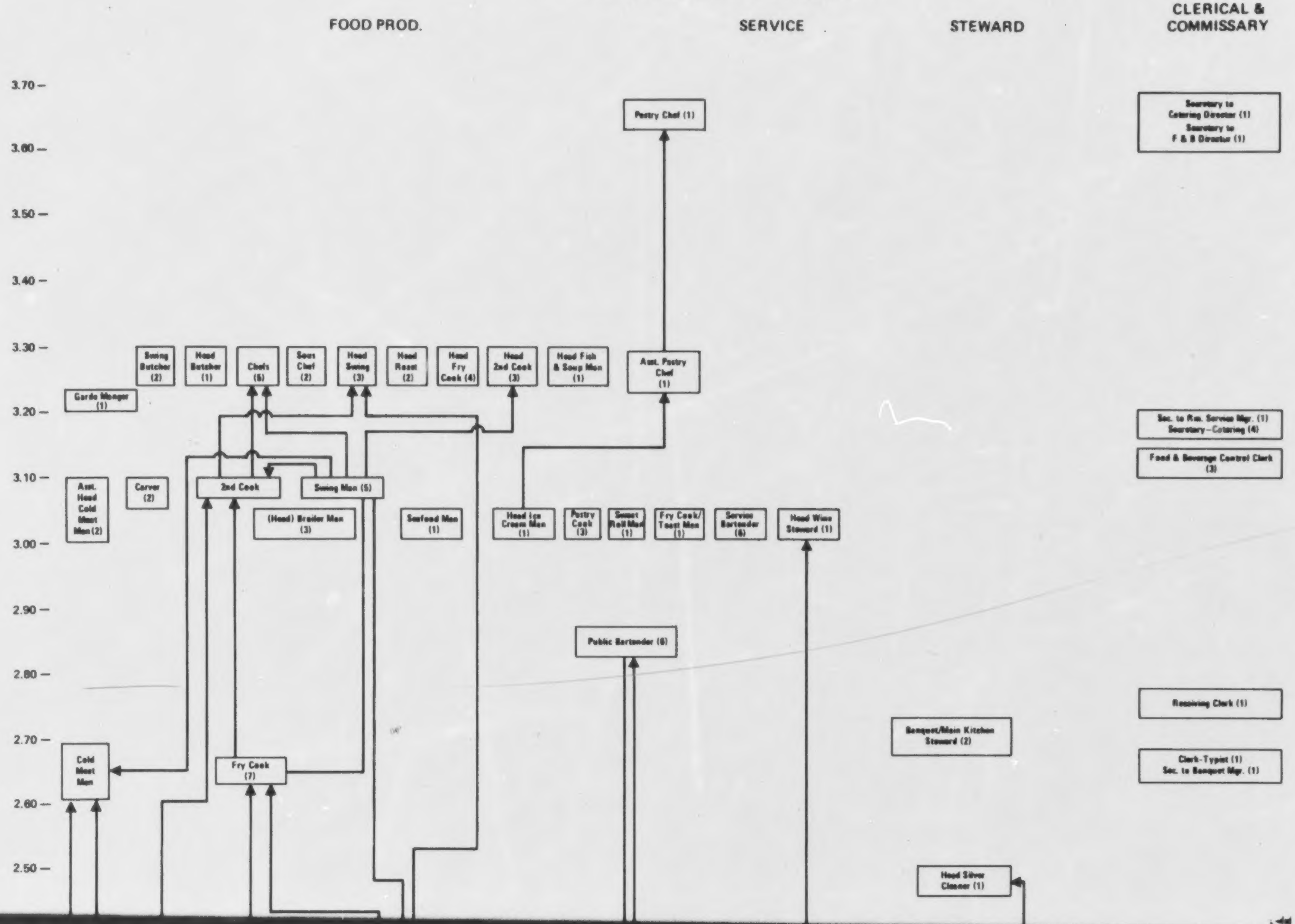
Management Structure (1)

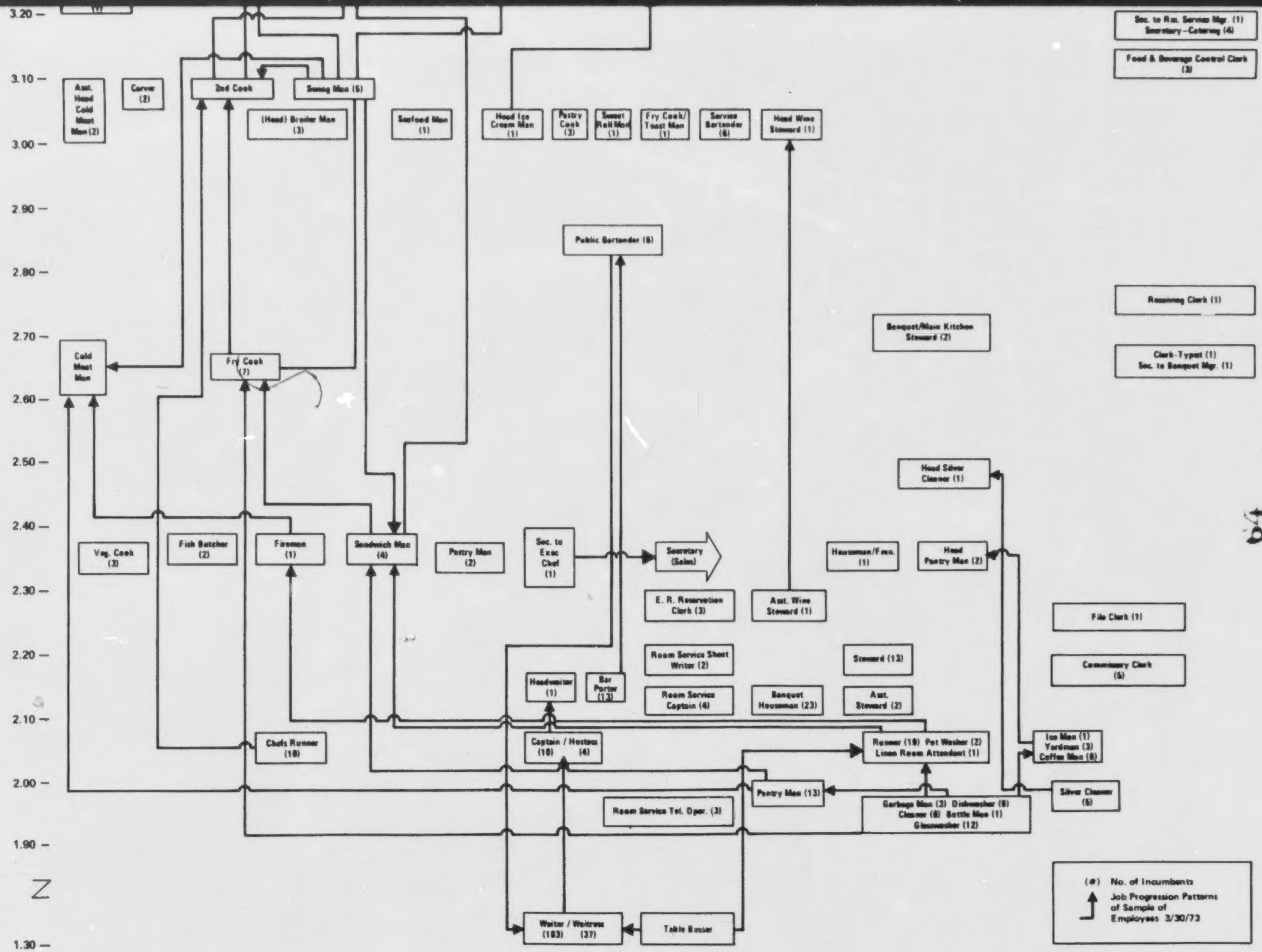

Director
Assistant Director
Food Production
Executive Chef
Executive Sous Chef
Service
Restaurant Manager
Assistant Restaurant Manager
Beverage Manager
Assistant Beverage Manager
Room Service Manager
Catering and Banquet (2)
Catering Director
Catering Manager
Assistant Catering Manager
Catering Representative
Banquet Manager
Assistant Banquet Manager
Banquet Service Manager
Steward
Executive Steward
Commissary
Food Purchasing Agent
Assistant Food Purchasing Agent
Food Stores Manager
Control
Food and Beverage Controller
Assistant Food and Beverage Controller

(1) Salary data were not available for management employees.

(2) Catering and Banquet employees do not appear in Figure IX –b, since most of them are on-call, temporary workers.

FIGURE 12
HFS: FOOD AND BEVERAGE DEPARTMENT
WAGE AND SALARY STRUCTURE


FOOD PROD.
SERVICE
STEWARD
CLERICAL & COMMISSARY
3.70
3.60
3.50
3.40
3.30
3.20
3.10
3.00
2.90
2.80
2.70
2.60
2.50
Pastry Chef (1)
Secretary to Catering Director (1)
Secretary to F & B Director (1)
Swing Butcher (2)
Head Butcher (1)
Chefs (5)
Sous Chef (2)
Head Swing (3)
Head Roast (2)
Head Fry Cook (4)
Head 2nd Cook (3)
Head Fish & Soup Man (1)
Asst. Pastry Chef (1)
Garde Manger (1)
Sec. to Rm. Service Mgr. (1)
Secretary–Catering (4)
Food & Beverage Control Clerk (3)
Asst. Head Cold Meat Man (2)
Carver (2)
2nd Cook
Swing Man (5)
(Head) Broiler Man (3)
Seafood Man (1)
Head Ice Cream Man (1)
Pastry Cook (3)
Sweet Roll Man (1)
Fry Cook/Toast Man (1)
Service Bartender (6)
Head Wine Steward (1)
Public Bartender (6)
Receiving Clerk (1)
Banquet/Main Kitchen Steward (2)
Cold Meat Man
Fry Cook (7)
Clerk-Typist (1)
Sec. to Banquet Mgr. (1)
Head Silver Cleaner (1)


3.20 —
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Z
1.30 —
Asst. Head Cold Meat Man (2)
Carver (2)
2nd Cook
Swing Man (5)
(Head) Broiler Man (3)
Seafood Man (1)
Head Ice Cream Man (1)
Pastry Cook (3)
Sweet Roll Man (1)
Fry Cook/ Toast Man (1)
Service Bartender (6)
Head Wine Steward (1)
Sec. to Rm. Service Mgr. (1)
Secretary–Catering (4)
Food & Beverage Control Clerk (3)
Public Bartender (6)
Receiving Clerk (1)
Banquet/Main Kitchen Steward (2)
Clerk-Typist (1)
Sec. to Banquet Mgr. (1)
Cold Meat Man
Fry Cook (7)
Head Silver Cleaner (1)
Veg. Cook (3)
Fish Butcher (2)
Fireman (1)
Sandwich Man (4)
Pastry Man (2)
Sec. to Exec Chef (1)
Secretary (Sales)
Houseman/Fmn. (1)
Head Pantry Man (2)
E. R. Reservation Clerk (3)
Asst. Wine Steward (1)
File Clerk (1)
Room Service Sheet Writer (2)
Steward (13)
Commissary Clerk (5)
Headwaiter (1)
Bar Porter (13)
Room Service Captain (4)
Banquet Houseman (23)
Asst. Steward (2)
Chefs Runner (18)
Captain / Hostess (18) (4)
Runner (19) Pot Washer (2)
Linen Room Attendant (1)
Ice Man (1)
Yardman (3)
Coffee Man (6)
Pantry Man (13)
Room Service Tel. Oper. (3)
Garbage Man (3) Dishwasher (8)
Cleaner (6) Bottle Man (1)
Glasswasher (12)
Silver Cleaner (6)
Waiter / Waitress (183) (37)
Table Busser
(#) No. of Incumbents
Job Progression Patterns of Sample of Employees 3/30/73

TABLE 4

HFS: CHARACTERISTICS OF A SAMPLE OF HOURLY EMPLOYEES

(Based on a Sample of 356 Hotel Employees, December, 1972)

A. Sex and Race of Employees in Food and Beverage Department

	No.	Male	Female	White	Black	Spanish-Surnamed	Other
Food Department	124	87%	13%	19%	37%	27%	16%
Beverage Department	22	82%	18%	37%	-	45%	18%

B. Length of Service of Employees in Food and Beverage Department

Length of Service in Months

	0-3	4-6	7-12	13-24	25-60	61-120	121+	Median in Months
Food Department	3%	3%	6%	8%	17%	15%	47%	69
Beverage Department	-	-	-	18%	50%	23%	9%	47

TABLE 5

HOTEL EMPLOYEES:

WAGE STRUCTURE OF HOURLY EMPLOYEES
BY SEX AND RACE
(Based on 356 Employees, December, 1972)

	Male	Female	White	Black	Spanish-Surnamed	Other	Total
No. in Sample:	216	140	116	140	66	34	356
Wage Ranges							
$1.00-1.99	16%	-	13%	4%	18%	6%	10%
2.00-2.99	49%	86%	62%	73%	51%	56%	63%
3.00-3.99	17%	4%	12%	3%	26%	23%	12%
4.00-4.99	17%	10%	12%	20%	5%	15%	14%
5.00-5.99	-	-	-	-	-	-	-
6.00-6.99	*	-	1%	-	-	-	*
Mean Earning/Hour	$2.89	$2.74	$2.76	$2.87	$2.69	$2.97	Ave.$2.76

* less than 0.5%

Note: Waiter, Waitress and Table Busser have been allocated to $4.00-4.99 and $2.00-2.99 ranges because of tips received.

Organizational Environment

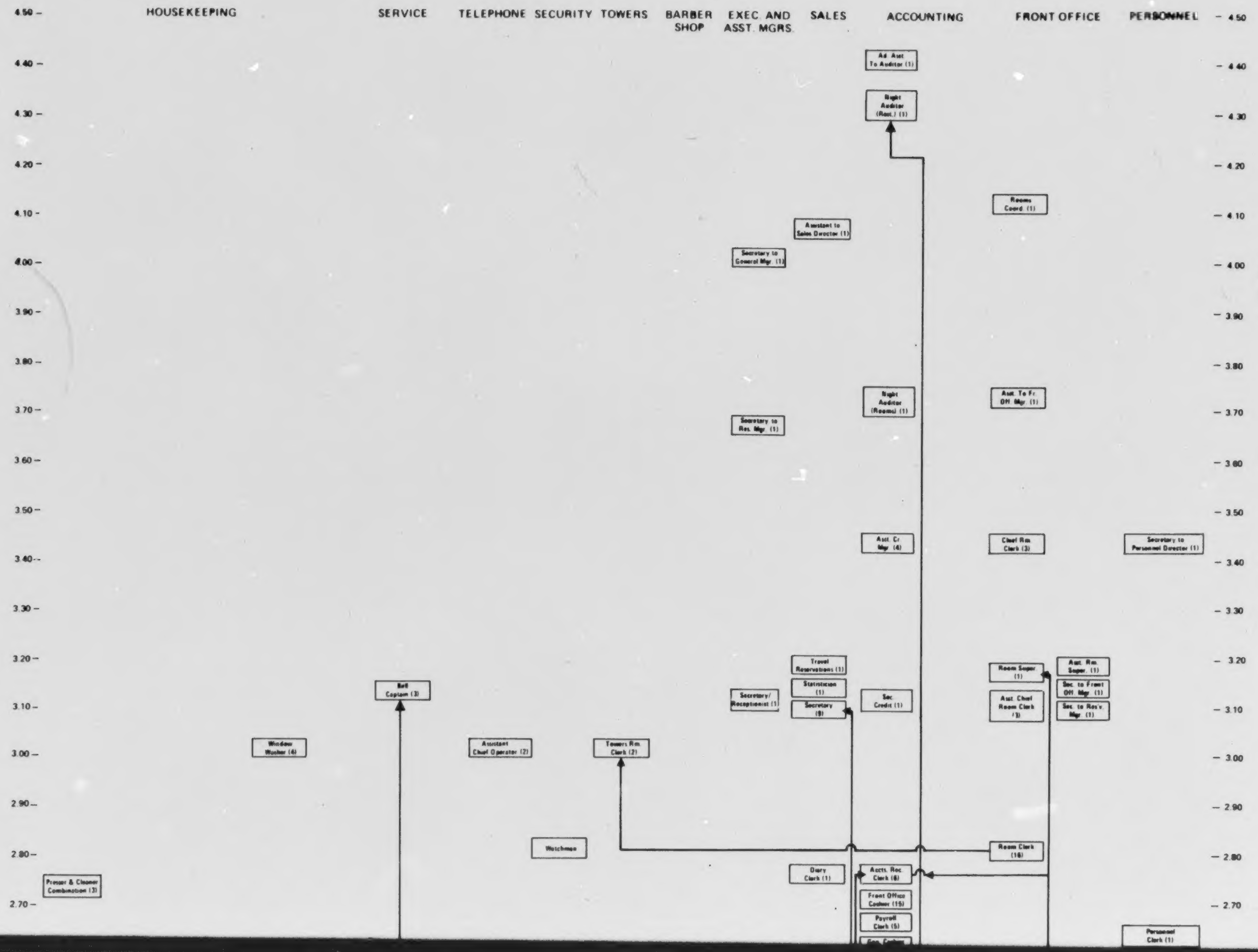
The food and beverage department has a highly structured atmosphere, a consequence of the complicated scheduling essential to organize the various units and services effectively. At the beginning of this chapter in the report, hotels in general were described as deriving 55% of their revenues from rooms and 39% from food and beverage sales. At the hotel which participated in this Study, the proportions were as follows: 53% of revenues generated by occupancy of rooms, and 41% by food and beverage sales. While food and beverage employed 40% of the workforce, the department generated 41% of the revenues. The staffing structures of other departments in the hotel are outlined in Figure 13.

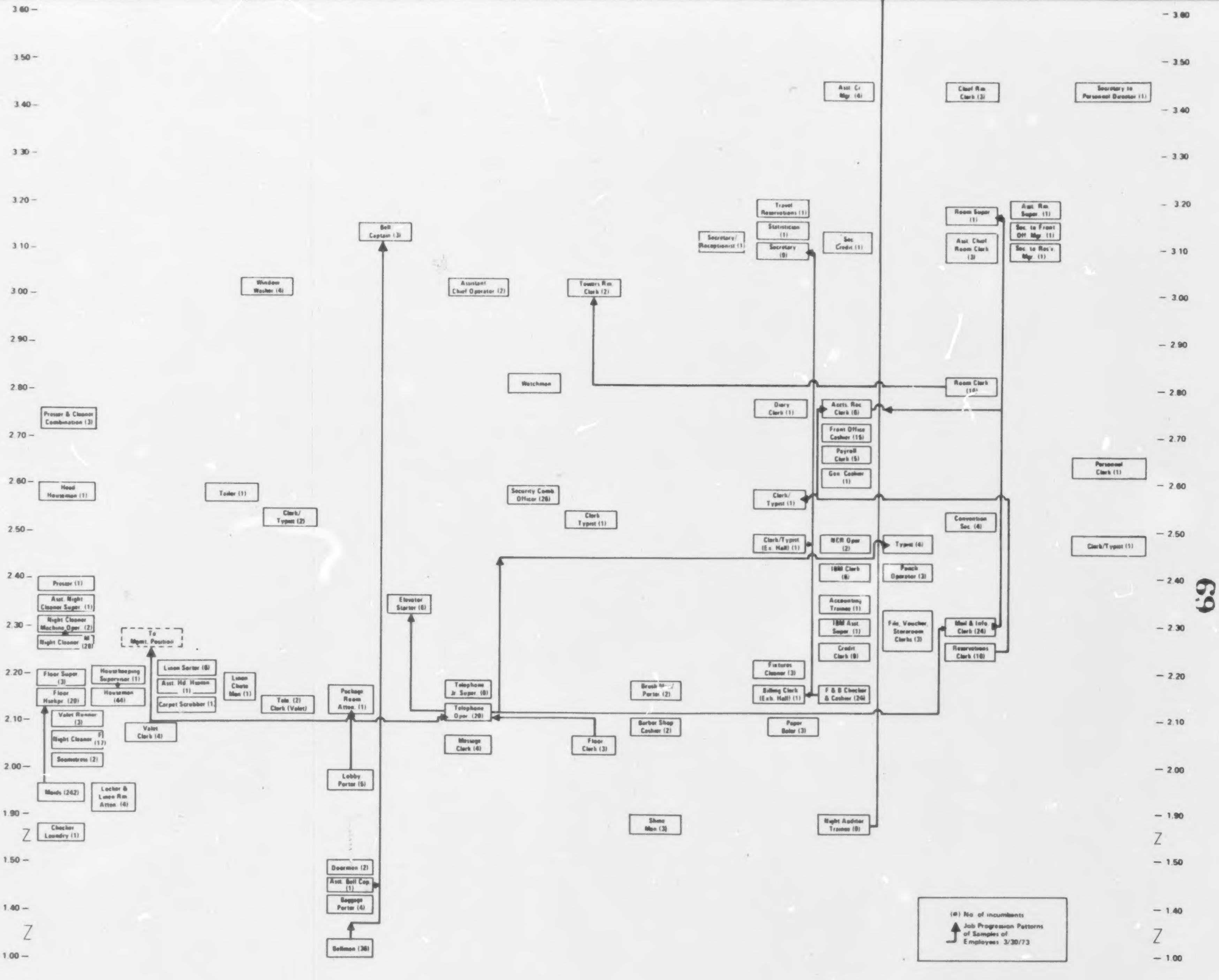
Hotel management has computerized its payroll files through a centralized computer system, but the data thus aggregated only sparse information on the workers. The payroll and personnel departments were administered separately. Payroll printouts on all employees include called-in workers; however, the personnel department has no record of these "extra" workers. Neither the manual personnel files nor the automated payroll records is presently capable of being converted to a data base on the skills or prior training of employees. Individual departments within the hotel have a great deal of autonomy in hiring and promoting employees. The personnel department functions essentially as a record-keeping operation, with no mandate to analyze or track individual workers.

Middle level managers, especially the executive chef, voiced a need for assistance from the CTS in the area of training program development. Thus, both the CR and HFS organizations participating in the Study demonstrated a similar concern on the part of middle level managers for the development of a system whereby new employees could be oriented to the requirements of their jobs and longer term employees could be prepared to move into higher level positions. Since the middle managers in both instances were closer to the product or service and more aware of inadequate skills on the part of some hourly workers, performance and performance standards were their dominant foci.

The management of the hotel itself and corporate leaders cited productivity as a problem. Labor costs as a percentage of sales were considered too high. In a sense, the hotel's structure induced some labor intensiveness by virture of the large number of restaurants and kitchens it maintained. While staff in an individual restaurant kitchen might be moderately busy, in the main kitchen two meal sittings and several banquets might be in preparation at the same time. The food and beverage department accommodated this eventuality by assigning certain employees to "swing" responsibilities wherein they change worksites with the flow of business.

FIGURE 13
HFS: HOTEL WAGE AND SALARY STRUCTURE


HOUSEKEEPING
SERVICE
TELEPHONE
SECURITY
TOWERS
BARBER SHOP
EXEC. AND ASST. MGRS.
SALES
ACCOUNTING
FRONT OFFICE
PERSONNEL
4.50
4.40
4.30
4.20
4.10
4.00
3.90
3.80
3.70
3.60
3.50
3.40
3.30
3.20
3.10
3.00
2.90
2.80
2.70
Ad. Asst. To Auditor (1)
Night Auditor (Rest.) (1)
Rooms Coord. (1)
Assistant to Sales Director (1)
Secretary to General Mgr. (1)
Night Auditor (Rooms) (1)
Asst. To Fr. Off. Mgr. (1)
Secretary to Res. Mgr. (1)
Asst. Cr. Mgr. (4)
Chief Rm. Clerk (3)
Secretary to Personnel Director (1)
Travel Reservations (1)
Statistician (1)
Secretary (9)
Secretary/ Receptionist (1)
Sec. Credit (1)
Room Super. (1)
Asst. Chief Room Clerk (3)
Asst. Rm. Super. (1)
Sec. to Front Off. Mgr. (1)
Sec. to Res'v. Mgr. (1)
Bell Captain (3)
Window Washer (4)
Assistant Chief Operator (2)
Towers Rm. Clerk (2)
Watchman
Room Clerk (16)
Diary Clerk (1)
Accts. Rec. Clerk (6)
Front Office Cashier (15)
Payroll Clerk (5)
Presser & Cleaner Combination (3)
Personnel Clerk (1)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2.30
2.20
2.10
2.00
1.90
1.50
1.40
1.00
Presser & Cleaner Combination (3)
Head Houseman (1)
Presser (1)
Asst. Night Cleaner Super. (1)
Night Cleaner Machine Oper. (2)
Night Cleaner M (28)
Floor Super (3)
Floor Hsekpr. (20)
Valet Runner (3)
Night Cleaner F (17)
Seamstress (2)
Maids (242)
Checker Laundry (1)
Housekeeping Supervisor (1)
Houseman (44)
Locker & Linen Rm Attdn. (4)
To Mgmt. Position
Valet Clerk (4)
Linen Sorter (6)
Asst. Hd. Hsemn (1)
Carpet Scrubber (1)
Linen Chute Man (1)
Window Washer (4)
Tailor (1)
Clerk/Typist (2)
Tale (2) Clerk (Valet)
Bell Captain (3)
Package Room Attdn. (1)
Lobby Porter (5)
Doormen (2)
Asst. Bell Cap. (1)
Baggage Porter (4)
Bellmen (36)
Elevator Starter (6)
Assistant Chief Operator (2)
Watchman
Security Comb Officer (26)
Telephone Jr Super. (8)
Telephone Oper. (28)
Message Clerk (4)
Towers Rm. Clerk (2)
Clerk Typist (1)
Floor Clerk (3)
Brush Porter (2)
Barber Shop Cashier (2)
Shine Man (3)
Secretary/ Receptionist (1)
Travel Reservations (1)
Statistician (1)
Secretary (9)
Diary Clerk (1)
Clerk/ Typist (1)
Clerk/Typist (Ex. Hall) (1)
Fixtures Cleaner (3)
Billing Clerk (Exh. Hall) (1)
Paper Baler (3)
Asst. Cr. Mgr. (4)
Sec. Credit (1)
Accts. Rec. Clerk (6)
Front Office Cashier (15)
Payroll Clerk (5)
Gen. Cashier (1)
NCR Oper. (2)
IBM Clerk (6)
Accounting Trainee (1)
IBM Asst. Super. (1)
Credit Clerk (9)
F & B Checker & Cashier (24)
Night Auditor Trainee (8)
Typist (4)
Punch Operator (3)
File, Voucher, Storeroom Clerks (3)
Chief Rm. Clerk (3)
Room Super (1)
Asst. Chief Room Clerk (3)
Room Clerk (10)
Convention Sec. (4)
Mail & Info Clerk (24)
Reservations Clerk (10)
Asst. Rm. Super. (1)
Sec. to Front Off. Mgr. (1)
Sec. to Res'v. Mgr. (1)
Secretary to Personnel Director (1)
Personnel Clerk (1)
Clerk/Typist (1)
(#) No. of incumbents
Job Progression Patterns of Samples of Employees 3/30/73

promoted numbered 95, from all departments of the hotel; 25% of the non-promoted employees were waiters, waitresses or captains in the food and beverage department; over a third were other tipped employees; maids and bellmen. More than 50% of the unpromoted employees in the sample are tipped workers. Although one should not exaggerate the findings, because of the limitations of the data, there is a suggestion here that tipped employees are less likely to be promoted than others. Fully one fourth of the hotel's employees are in the tipped category.

The reasons for the lack of mobility for employees who received tips are unclear, but appear to be related to the vertical pattern of all promotions noted in the sample. Few workers transfer from one department or division to another within the organization. The mobility which has occurred is ordinarily limited to the division of the hotel in which the worker entered. Within the service area, there are relatively few positions to which an employee could be promoted. Other data would be required, notably a demographic and work history profile on all employees within the hotel to establish the extent to which specific groups are prevented from upgrading themselves within the property.

Mobility can be looked at from the perspective of tracking the work histories of groups of employees. A sample of first line supervisors of the food and beverage department was analyzed in this manner. CTS staff examined three characteristics of 60 first line supervisors as a function of their current jobs: length of service with the HFS firm; length of time in their current jobs, and duration of employment with other foodservice organizations. As Table 6 shows, 55% of the supervisors employed in food and beverage were promoted to that position from within the organization. Forty-five per cent were hired into supervisory jobs from the external labor market. The supervisors' histories do indicate that they have somewhat longer tenure with the organization than the food and beverage employees as a whole. (See Table 4).

Job Analysis and Career Progression Design

A total of 100 jobs(5) were analyzed in the food and beverage department of the hotel. The analysis was designed to quantify the skill and knowledge requirements of each of the analyzed jobs, in order to produce ratings on all relevant dimensions which could be factor analyzed; patterns of linkages between jobs emerged from computer analysis of the data, and the jobs thus linked were matched against

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(5)A list of HFS jobs analyzed is presented in Appendix D.

Production Process

Seven restaurants and lounges, in addition to room service and banquet facilities, function within the hotel property. One restaurant serves three meal periods per day; one unit is open at lunchtime only; four restaurants serve two meals, and the lounge serves no food. The total seating capacity for all seven units is 1479 persons. The property also contains a private club, employing hotel staff, and a restaurant concession which hires its own workers.

Food preparation for the restaurants and lounges is handled by several kitchens. All food served in the restaurants is under the general purview of the executive chef, with the exception of salads which are prepared in the steward's department. Menu items vary in the different restaurants, ranging from simple breakfast foods to elaborate multi-course dinners. Banquet food preparation takes place in the main kitchen, and for large banquets extra workers may be called in to cover the specific event. Most of such call-ins are service personnel, rather than food preparers. As is the case in the Commercial Restaurant, the apparent depth of jobs at technical levels in food preparation must be viewed from the perspective of other factors; in the HFS case, the staggered work hours and the numerous units within the property reduce the level of technically skilled employees working at any one time.

Employee Recruitment and Promotion Processes

It has been pointed out that employee hiring is not centralized. Promotions are largely determined by the employees' supervisors in the specific divisions of the food and beverage department. The absence of any documented standards for job performance or productivity implies that the somewhat arbitrary assessments of the supervisor are the only rationale utilized in promoting hourly workers.

Job titles which are functionally obsolete are used in the department; workers are promoted to such titles solely for the increase in wages without any substantial change in job duties. Other promotions which have occurred in the department were analyzed. The data on promotions were not inclusive; that is, all promotions in the department were not examined, but only those which affected the employees hired prior to 1968 who were still employed by the hotel and appeared in the sample drawn for purposes of analyzing demographic characteristics and employment history. The promotions appearing in the sample are shown in Figure 12 where arrows indicate the promotional steps observed by the analysts in the sample data. A total of 38% of the employees sampled had received at least one promotion during their employment at the hotel. The persons in the sample who had not been

TABLE 6

HFS: EMPLOYMENT HISTORY PATTERNS OF FIRST LINE SUPERVISORS

Food & Beverage Division	Number of Supervisors	Median Length of Service w/HFS (in months)	Median Time in Supervisor Title (in months)	Median Time in Food-service Outside Organization (in mos.)
Food Production	29	182.4	50.4	21.6
Service	26	48.0	38.4	37.2
Steward	5	168.0	93.6	N.A.
Total	60	96.0	48.0	33.6

the prevailing wage structure to establish promotional paths for the department. The method is essentially the same one used in the CR organization(6) and in IFS. Data collection for the cluster analysis was changed between the IFS and CR phases of the Career and Training Study. In IFS, the classic approach to identifying each element of activity or task was followed. In the CR and HFS phases of the Study, the definition of task was broadened to include larger units of activity. This methodological change was essential in order to make the job task data manageable, both in terms of utilizing suitable computer programs and in reducing the expenditure of man-hours required for completed analysis of each job.

The proposed career progression system for food and beverage workers is defined in Figure 14. As the Figure indicates, the jobs at the base of the chart: dishwasher, garbageman, silver cleaner, runner and the like, can lead to a variety of positions, in the food production or service areas. For example, a dishwasher could move obliquely to the area of food production by becoming a chef's runner; then, either a fry cook or a vegetable cook. From either of these positions, the employee could move to the head broiler or carver positions and ultimately to the butcher, swing man, head roast, or head swing positions. The garde manger is also proposed as an objective for the carver position, but may not be readily attainable due to the sepecialized nature of the job.

Table bussers would be able to progress to the area of food production through a chef's runner or pastry man position. Table bussers are also in a position to wait tables, a job elevated to the appropriate position on the chart which reflects an estimated hourly rate adjusted to allow for the tips received.

The paths of job promotion within the clerical and commissary division are primarily vertical; although, if movement into technical jobs is desired, the receiving clerk could move obliquely into the food production area, as a head ice cream man.

Tipped employees in the service division would be most likely to move into first level management as captains and headwaiters, and from there to management roles within the department. There is no evidence to support the notion that waiters and waitresses would be willing to accept the reduction in income which would accompany movement to a food preparation job.

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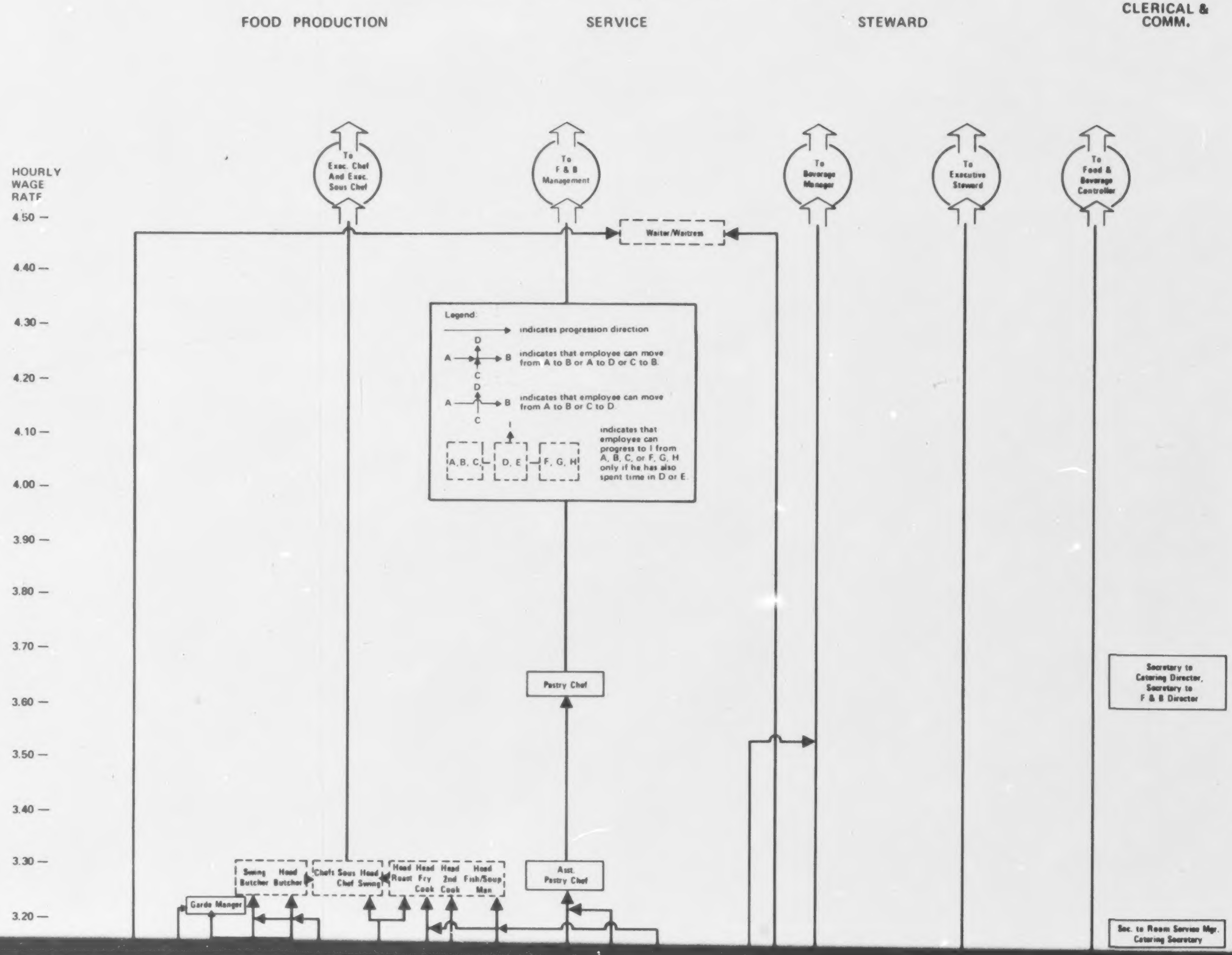
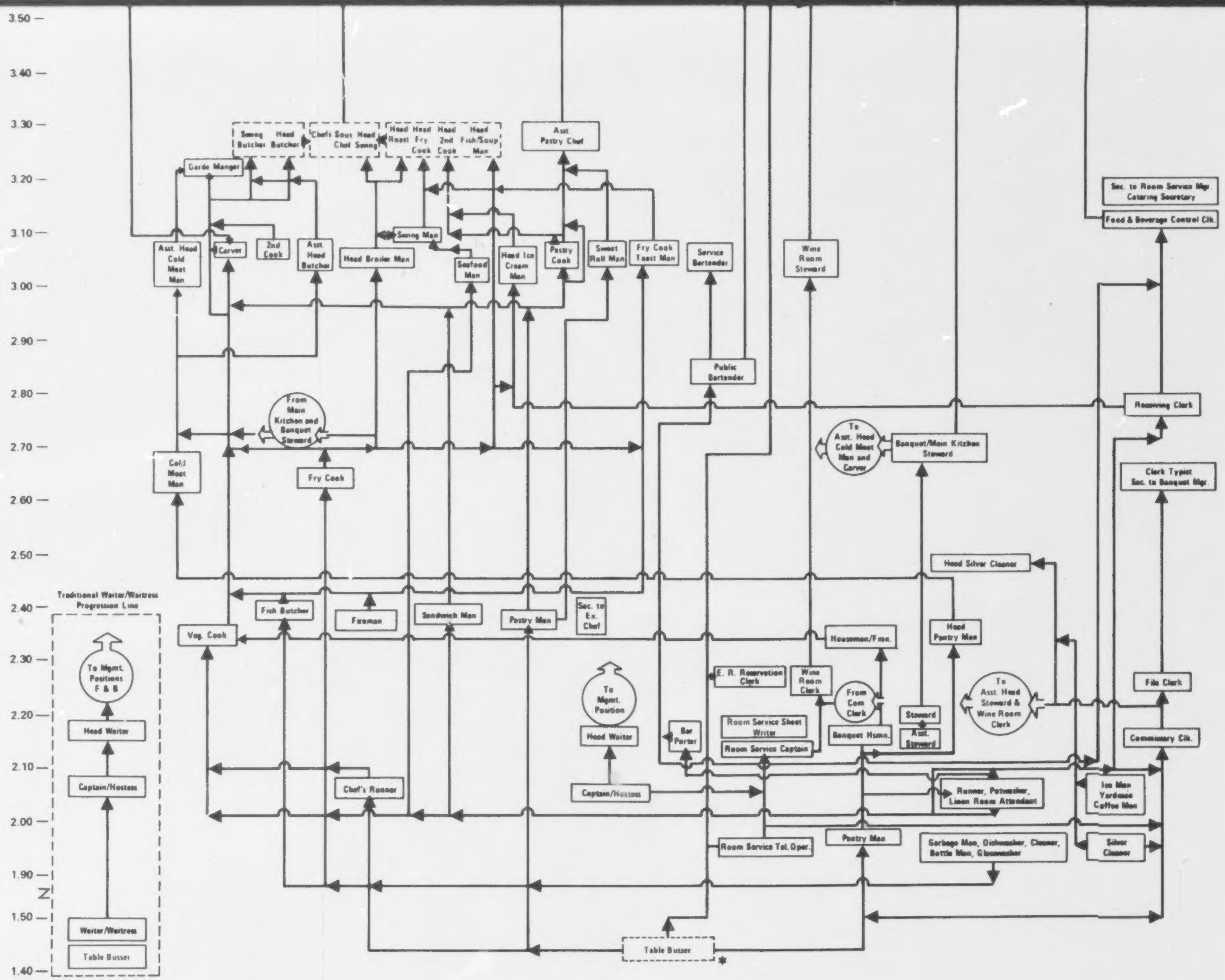
(6)The computer analysis technique employed is that of S.C. Johnson, loc. cit.

FIGURE 14
HFS: PROPOSED CAREER PROGRESSION SYSTEM


FOOD PRODUCTION
SERVICE
STEWARD
CLERICAL & COMM.
HOURLY WAGE RATE
4.50
4.40
4.30
4.20
4.10
4.00
3.90
3.80
3.70
3.60
3.50
3.40
3.30
3.20
To Exec. Chef And Exec. Sous Chef
To F & B Management
To Beverage Manager
To Executive Steward
To Food & Beverage Controller
Waiter/Waitress
Legend:
indicates progression direction
A B C D
indicates that employee can move from A to B or A to D or C to B.
A B C D
indicates that employee can move from A to B or C to D.
I
A, B, C
D, E
F, G, H
indicates that employee can progress to I from A, B, C, or F, G, H only if he has also spent time in D or E.
Pastry Chef
Asst. Pastry Chef
Secretary to Catering Director, Secretary to F & B Director
Sec. to Room Service Mgr. Catering Secretary
Garde Manger
Swing Butcher
Head Butcher
Chefs Sous Chef
Head Swing
Head Roast
Head Fry Cook
Head 2nd Cook
Head Fish/Soup Man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2.50
2.40
2.30
2.20
2.10
2.00
1.90
1.50
1.40
Swing Butcher
Head Butcher
Chefs Sous Chef
Head Swing
Head Roast
Head Fry Cook
Head 2nd Cook
Head Fish/Soup Man
Asst. Pastry Chef
Garde Manger
Asst. Head Cold Meat Man
Carver
2nd Cook
Asst. Head Butcher
Head Broiler Man
Swing Man
Seafood Man
Head Ice Cream Man
Pastry Cook
Sweet Roll Man
Fry Cook Toast Man
Service Bartender
Wine Room Steward
Sec. to Room Service Mgr. Catering Secretary
Food & Beverage Control Clk.
Public Bartender
From Main Kitchen and Banquet Steward
Receiving Clerk
To Asst. Head Cold Meat Man and Carver
Banquet/Main Kitchen Steward
Cold Meat Man
Fry Cook
Clerk Typist Sec. to Banquet Mgr.
Head Silver Cleaner
Traditional Waiter/Waitress Progression Line
Fish Butcher
Fireman
Sandwich Man
Pastry Man
Sec. to Ex. Chef
Veg. Cook
Houseman/Fmn.
Head Pantry Man
To Mgmt. Positions F & B
E. R. Reservation Clerk
Wine Room Clerk
From Com Clerk
To Asst. Head Steward & Wine Room Clerk
File Clerk
To Mgmt. Position
Head Waiter
Bar Porter
Room Service Sheet Writer
Room Service Captain
Banquet Hsmn.
Steward
Asst. Steward
Commissary Clk.
Captain/Hostess
Chef's Runner
Runner, Potwasher, Linen Room Attendant
Ice Man Yardman Coffee Man
Room Service Tel. Oper.
Pantry Man
Garbage Man, Dishwasher, Cleaner, Bottle Man, Glasswasher
Silver Cleaner
Waiter/Waitress
Table Busser
Table Busser *

* Table Busser receives a percentage of tips from the waiter/waitress.

Support Systems for the Career Progression Proposal

While the system was presented to the property management as a total package, the CTS analysts encouraged first level managers and the managers of the hotel itself to begin the work through the selection of a small number of target jobs and request employee candidates to elect to participate in training for these jobs. Management at all levels in the property seemed receptive to this idea. The jobs selected for initial work with the system were: chef's runner and waiter. In both cases, job vacancies were anticipated for the near future. The chef's runner position seemed to offer exposure to a variety of food production activities. The waiter's position was considered attractive because of its high income-producing potential.

Training curricula and detailed job descriptions were prepared on each job(7). The job descriptions were developed on the basis of data generated through the job task analysis process. A newsletter was distributed to the employees, announcing the beginning of training and encouraging interested employees to apply for entry into the training program. Only one worker applied for the training program. The disappointing results were discussed with the hotel management. In its report to the U. S. Department of Labor, HDC suggests that one reason for the lack of employee response to the proposed training program is that no job promotions were expressly offered to the employees as outcomes of the training. This seems a plausible explanation for the lack of response. A second factor could be that the position of chef's runner which, although drawing a higher wage than the dishwasher position, still is traditionally considered an entry level position within the structure.

In anticipation of the beginning of training, NRA conducted a four-day "train-the-trainer" program with hotel managers who would be conducting training sessions for the hourly employees. The sessions were well attended especially during the first two days, with the first two days attended by managers and management trainees from various departments in the hotel; on the last two days the participants were largely those from food and beverage who would be directly involved in the conduct of training. On the final day, June 1, 1973, participants were asked to evaluate the program. All respondents considered the sessions valuable, not only for training responsibilities which might arise, but also in day-to-day supervisory activities.

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(7)In total, job descriptions were written for 87 positions within food and beverage. Training curricula were written, and training materials prepared for three jobs. The list of job descriptions and a sample appear in Appendix E.

A full review of hotel personnel procedures was undertaken by the CTS analysts. The review included: employment procedures; the hiring process; procedures for effecting transfers, promotions and terminations; and a critique with recommended changes in the content and utilization of personnel records. The review was submitted to management of the hotel and the staff of the personnel department. However, to date no action on the review and recommendations has been taken.

These support systems were regarded by the analysts as essential for the successful implementation of a career ladder system within the hotel.

Management Decision on Implementing Career Progression System

Managers at all levels within the property were receptive to the career progression system devised for the food and beverage department. In fact, corporate and property managers favored expanding the work, so that all departments of the hotel would be analyzed, and visible career paths set for a broad spectrum of jobs within each unit. Enlarging the scope of the CTS to this extent was not within the mandate of the Study, nor would the time constraints of the project permit this undertaking.

Expansion to the whole organization would require a full-time person from the hotel's staff to design, coordinate and implement the system. Hotel managers were asked to designate a Career Development Coordinator for this purpose. However, the hotel could not budget a staff person for the system. Corporate management was then requested to make the investment and agreed to do so. At this date, the organization has not designated anyone for the CDC job, and no action is expected to be taken on this commitment.

The reasons for the corporation's failure to designate a person as Career Development Coordinator are unclear, but may relate to changes in management personnel. At the time the hiring of a CDC was decided upon, several key personnel changes occurred, which left CTS with few of the advocates who had worked with the analysts throughout the Study and who could be expected to follow through on the corporate agreement to hire or designate a Career Development Coordinator. Among the critical transfers and departures were: the corporate CTS liaison; the property's director of personnel; his assistant; and the hotel's resident manager.

Effects of Career and Training Study on HFS

During the months of CTS work in the hotel organization, the analysts completed several complex projects:

- Quantified demographic and work history data on 356 employees in the food and beverage department;
- Conducted a survey of hourly employees(8);
- Analyzed 100 jobs, specifying the skill and knowledge requirements of each job;
- Designed a career progression system for food and beverage employees which established promotional paths from entry through first level management positions;
- Developed job descriptions for 87 jobs and training curricula for three positions targeted as priorities for the initial stages of program implementation.
- Created and distributed a newsletter, in English and Spanish, to all employees announcing the beginning of training and encouraging interested employees in applying for the training program;
- Conducted a four-day "train-the-trainer" program for designated supervisors who would be conducting the actual training of employees in the hotel.

The CTS analysts have been advised by the management of the property that the proposed career progression system for the beverage department will be implemented if corporate management will agree to assign a coordinator to work with the managers of the property in implementing the program.

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(8)Analysis of the returned questionnaires (response was voluntary) indicated that certain job categories were not represented in the distribution, skewing the data. Since the total responses were not in accordance with the staffing distribution in the hotel, conclusions could not be drawn.

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VI. AIRLINE FOODSERVICE

According to sales volume statistics on the 1971 calendar year, Airline Foodservice revenues exceeded $390 million(1). AFS has two types of feeders: those operated or controlled by the particular airlines they serve and those which are essentially independent operators contracting their services to one or more airlines. Revenues for the airline-controlled divisions of all AFS corporations exceeded $190 million for the same year.

The AFS corporation which participated in the Career and Training Study is airline-owned. In 1971, it had revenues of $114,500,000, a major portion of the total income received by the airline-controlled part of the Airline Foodservice market. This fact, in addition to its rank among the fifty largest foodservice companies(2), indicates the importance to the industry of the AFS Study organization.

The employees who operated the Airline Foodservices Study organization numbered an estimated 1,900 persons in 1971. This means that $60,263 in sales were generated per employee(3). If we assume that all airline feeding employees produced the same dollar sales, the AFS industry workforce in 1971 was approximately 6,500 employees.

As of November 1973, the AFS corporation had 2,239 employees. This is a fifteen per cent increase from 1971 and largely the result of the addition of a headquarters staff when foodservices became a subsidiary and staff additions following cutbacks during 1970 and 1971.

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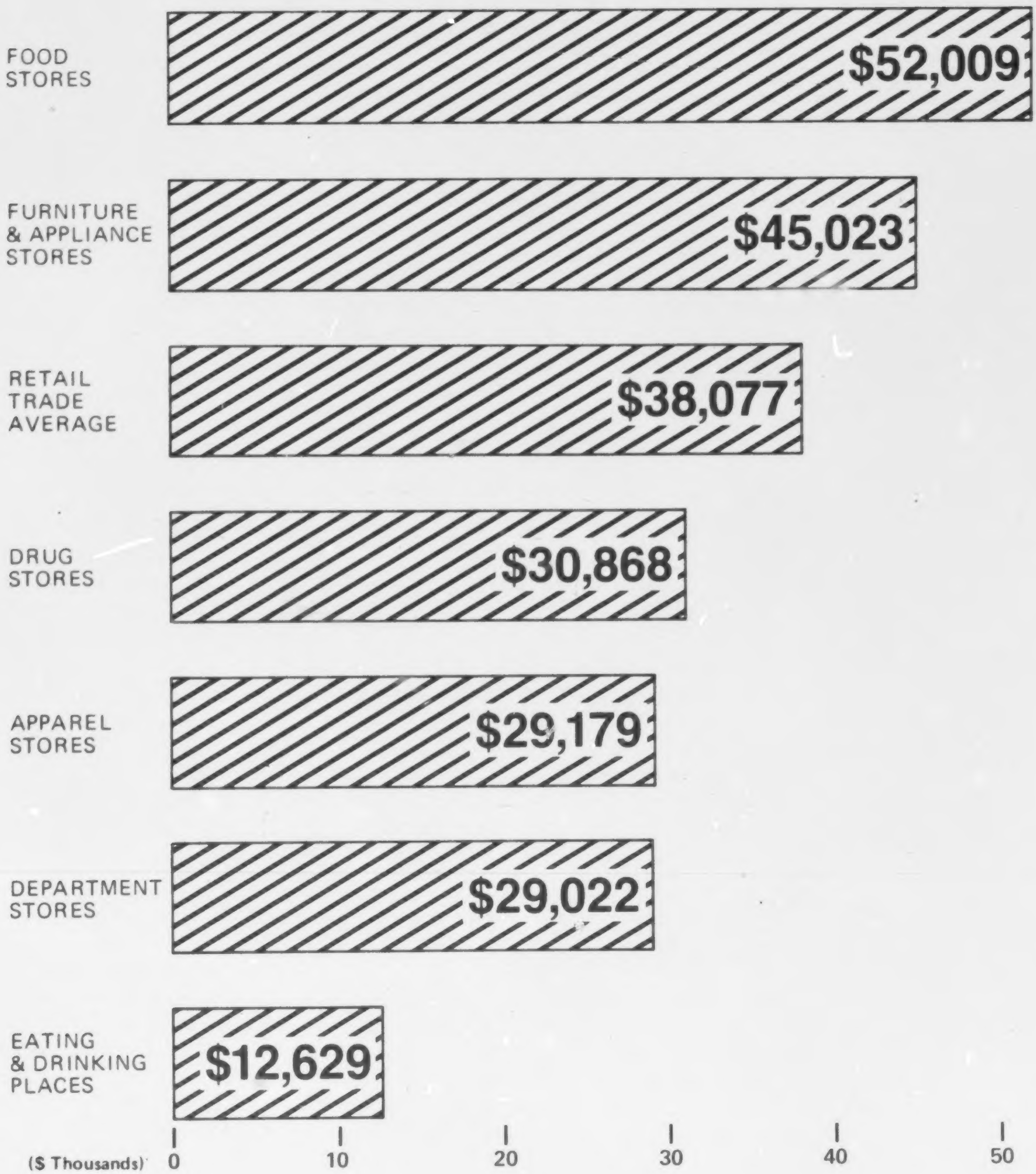
(1)This estimate was developed by the firm of Malcom M. Knapp; AFS revenues, according to this source, were 0.89 per cent of total revenues for the foodservice industry.

(2)"'400': The 9th Annual Report of the 400 Pace Setting Organizations that top the Food Service/Lodging Industry Power Structure," Institutions/Volume Feeding Management, July 15, 1973.

(3)This sales per employee figure should be compared to the figure for restaurants as a whole: $12,629 in sales per employee; see Figure 15 following. Caution is warranted in comparing the two figures: the sales per employee estimate on Figure 15 is based on the inclusion of both food production and service employees, whereas the $60,000 figure reflects only food production personnel and those who deliver the product to the aircraft, but not those who serve the customer.

FIGURE 15

Sales per employee, 1972



SOURCES:
MONTHLY RETAIL TRADE REPORT, *Bureau of Census,*
EMPLOYMENT AND EARNINGS, *Bureau of Labor Statistics.*

The Firm

The Airline Foodservice organization, a subsidiary of the airline, is operated as a profit center composed of three geographical divisions. The majority of the airline's flights are serviced by flight kitchens in sixteen cities managed by the foodservice subsidiary. At other points on the route network, foodservice for the flights is provided by contract caterers. These operations are monitored by a staff of eighteen catering supervisors operating from centralized airports throughout the U.S.

As part of the Central Division, the facilities include two flight kitchens and a bakery operation. The bakery operation produces for both kitchens, one a wide-body kitchen and the other a narrow-body kitchen(4).

Over the last few years, the flight kitchens have decreased the hourly payroll by almost one hundred people, while increasing productivity. At present, the AFS organization employs fewer skilled people and, to a greater extent than heretofore, purchases convenience products and uses mechanized production processes. First class meals, however, are still prepared by chefs who maintain a tradition of fine dining for first class passengers. There are three major units of AFS with 488 management and non-management employees: a wide-body flight kitchen with 141; commissary (bakery) with 35 and a narrow-body flight kitchen with 312.

The fringe benefits enjoyed by AFS employees are quite liberal, with travel privileges provided by the corporation, with specific constraints, once an employee has been with the airline for six months.

AFS management voiced two major concerns to the CTS staff: difficulty in defining or determining when an employee who was promoted had mastered the requirements of the position to which he had been promoted and the incidence of workforce loss due to transfers from foodservice to other divisions within the airline organization. The organization's policy with respect to promotion of hourly employees is based on seniority. When a vacancy occurs, it is posted, and employees may bid for the promotion. Preference is accorded to those applicants with the longest service in the corporation. Employees may bid for jobs in other regional AFS units, and in the absence of qualified bidders from the unit where the vacancy is located, the job is posted nationally for seven days. The seniority rule applies in these cases as well. When promotions are effected, AFS provides little or no formal training for the promoted employee. He is guided by his supervisor or fellow workers during a probationary period of 90 days. If his performance is not considered satisfactory during this period, he may be disqualified from the job to which he was promoted and revert back to his previous job title. The shifts in position resulting from this lack of specificity--of job performance norms and of job training and orientation processes--is a common cause of employee grievances.

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(4)Aircraft galley facilities and foodservices processes differ for wide-body (DC-10, 747 and L-1011) aircraft.

Organizational Environment

In order to sustain the requirements of its seniority-based promotional system, AFS management has established a well-ordered personnel record-keeping and update system. Six major forms are utilized and, because of the system's relevance for developing a career progression system, the forms should be enumerated:

- Supplemental Personnel History

  (updates qualifications in file of current employee; done when an employee has expressed an interest in progressing into new work positions; completed by employee, routed to supervisor for review, then made part of his permanent file)

- Employment Application Form (card)
- Personal History Form

  (personal background, education and training, military, past employment record, general information)

- Personnel Status Change

  (emergency notice, additional education, birth or adoption, new address or phone, name change, marriage, divorce, death in family, major illness or injury in family)

- Transfer Request Form
- Food Services Agreement System Permanent Bid

An employee qualification inventory was, at one time, part of the roster of personnel forms. The form is not now used. AFS management indicated that the CTS project would be helpful to the organization in defining promotional paths for the workers which would establish visible job advancement prospects and induce the entry level workers to remain within the foodservice organization. Visible career paths could be defined which would link union jobs to management positions. The constraints imposed by AFS management upon the CTS analysts were that detailed job descriptions and evaluations of hourly employees should be avoided.

Management considered both job descriptions and individual evaluations of union employees as possible causes of employee grievances. Since the analysts would not in any case undertake an evaluation of specific employees, this condition posed no difficulty. Job tasks can be enumerated for the purpose of developing training curricula, but management insisted they should not be termed inclusive of all tasks required of an incumbent.

Data on employees is accessible through the employee's name, job title, and employee identification code. The content of this system is unique among the organizations which participated in the CTS. Current programs do not key to critical employee qualifications data elements. Management is in the process of considering the advisability of reinstating an employee qualifications inventory system.

All of the hourly employees with over 90 days of service are members of the International Association of Machinists and Aerospace Workers. No management positions are included within the union contract; certain first level supervisors, primarily in technical food preparation jobs, are included in the union contract. A chart of the foodservice organization appears in Figures 16 and 17. Clerical jobs are the primary group of non-union, non-management positions; there are 67 employees in this classification.

Wage rates, fringe benefits and promotional policies are covered by the organization's agreement with the union. The wages prescribed for hourly workers are, even at entry level, the highest observed by the CTS analysts for foodservice employees. They are probably the highest rates for any segment of the foodservice industry. However, entry level wages in foodservice range from eight to twenty-two per cent lower than those paid to other employees of the airline. Management stated that the higher wage rates paid to airline employees outside of the foodservice division are an inducement for workers to move from foodservice to other airline jobs. However, analysis of the employee transfer data indicated that only one worker during the past year had transferred from foodservices to another division of the firm.

The Workforce

The job structure in the AFS firm differs somewhat from those of the IFS, CR and HFS organizations. The manager, chef and baker positions are similar to those observed in the other three firms, but a few titles have different connotations. In the IFS firm, for example,

FIGURE 16

AFS: ORGANIZATIONAL CHART

Management Employees

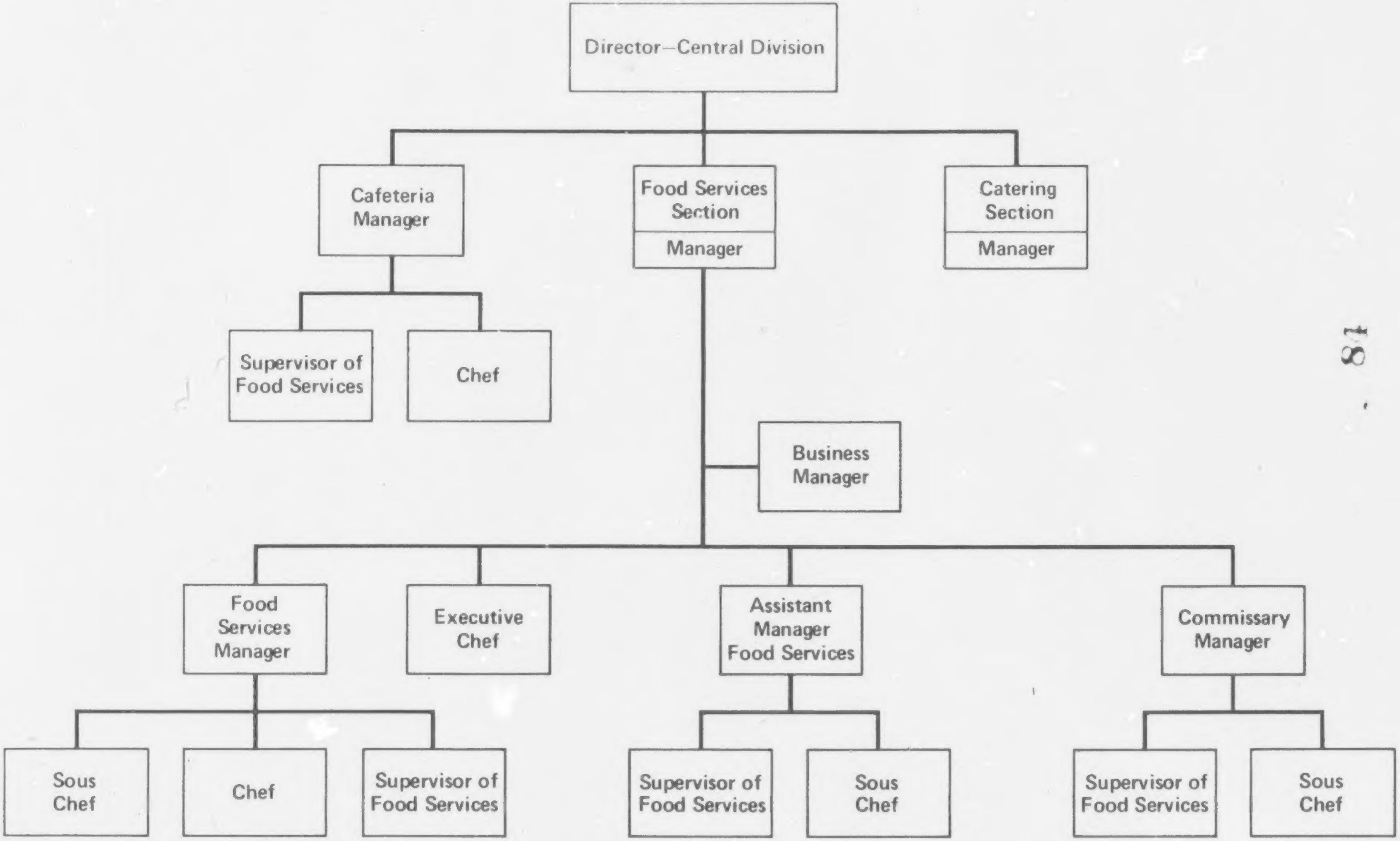
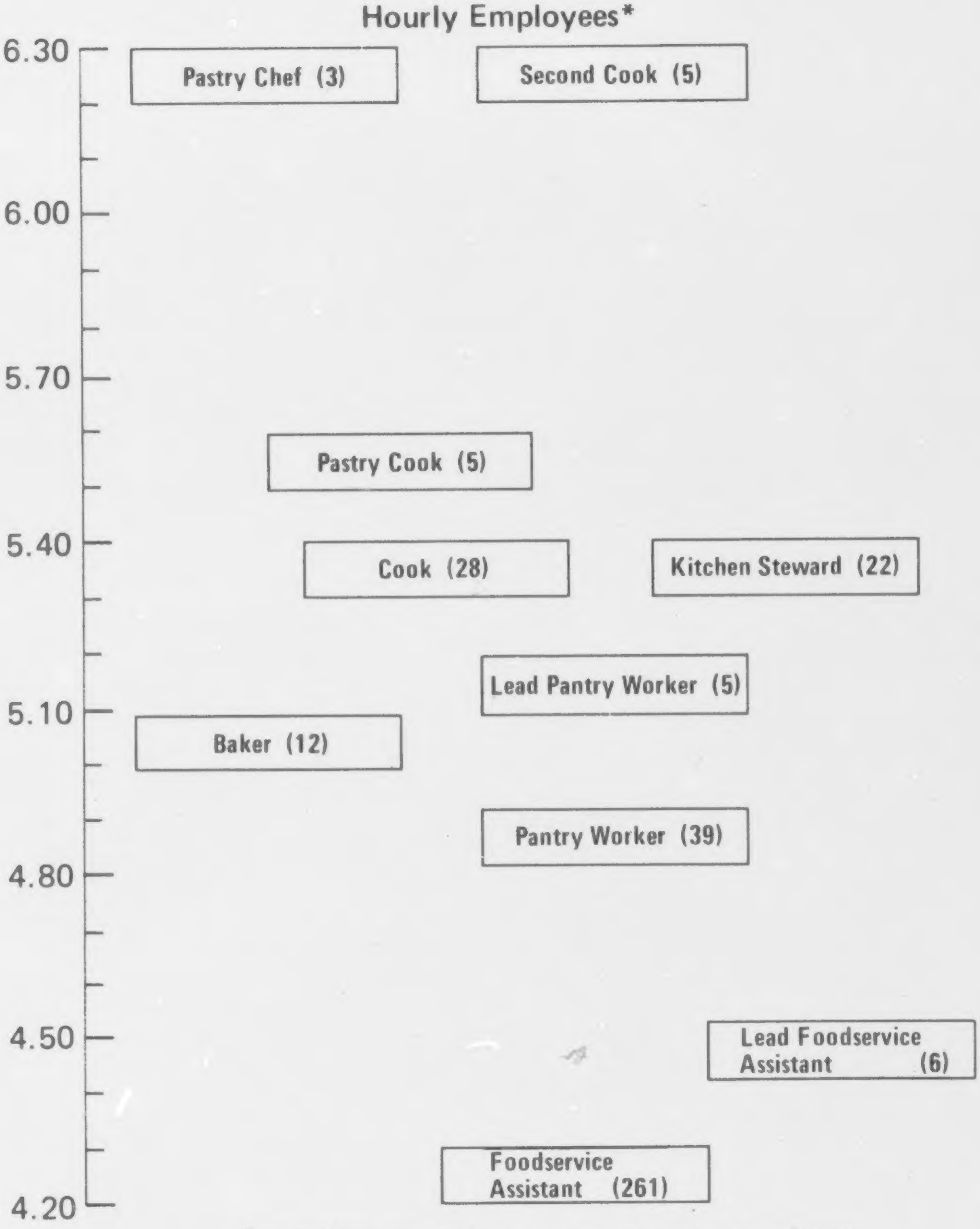

Director—Central Division
Cafeteria Manager
Food Services Section
Manager
Catering Section
Manager
Supervisor of Food Services
Chef
Business Manager
Food Services Manager
Executive Chef
Assistant Manager Food Services
Commissary Manager
Sous Chef
Chef
Supervisor of Food Services
Supervisor of Food Services
Sous Chef
Supervisor of Food Services
Sous Chef

FIGURE 17
AFS: ORGANIZATIONAL CHART



*excluding non-union, non-management employees the second cook ranked below a first cook in wage rate and in the complexity of his tasks. The reverse is true in the AFS structure. The foodservice assistant title in the AFS firm is close in type to the general worker in the IFS or the runner in the HFS. As in the other organizations, the general type of worker, in this case the foodservice assistants, are more numerous than incumbents of any other job title.

Demographic data on the employees were analyzed, and the results appear in Tables 7 through 14. All forms with incomplete data were excluded.

In terms of the length of service of the employees, there was an even distribution by sex in all areas of the AFS units examined. When looking at the data in terms of job titles by sex, it was found that some of the positions at AFS were sex-specific. Second cook, lead foodservice assistant, pastry chef, pastry cook and bakers were all males. The position where there was a dominance of females was in the pantry worker job--84% female vs. 16% male. The majority (58%) of all of the current AFS employees are between 36 and 55 years of age and 73% of the employees have been employed at AFS for more than one year and less than eleven years.

The analysis of the demographic data concerning the terminated employees at AFS does not reveal any facts that have not already been mentioned by AFS management. The terminated employees were analyzed for a three year, nine-month period dating from January, 1970 to September, 1973. In that time period there were certain positions where no turnover occurred, namely the second cook and lead foodservice assistant. The greatest amount of turnover was in the foodservice assistant position and the bulk of the total terminations within AFS (57%) were within the first two years of employment.

Production Process

The AFS operation, the most sophisticated and advanced system the CTS staff has encountered in any of the phases of the Study, is composed of three separate facilities at two locations in close proximity to a major airport.

Each of the three facilities, a bakery (commissary) and two flight kitchens, has its own manager who reports to an area manager supervised at the divisional level. These units operate with the benefit of sound management, a test kitchen for product development, centralized buying, standardized recipes, a high degree of mechanization and utilization of frozen entrees and convenience products where advantageous.

TABLE 7

AFS: JOB CATEGORY BREAKDOWN BY SEX

(Current Employees as of September, 1973)

Job Title	Male	Female	N
Second Cook	4	-	4
Cook	28	1	29
Lead Foodservice Assistant	6	-	6
Head Pantry	3	2	5
Kitchen Steward	8	12	20
Foodservice Assistant	125	138	263
Pantry Worker	6	32	38
Pastry Chef	2	-	2
Pastry Cook	5	-	5
Baker	15	-	15
Totals	202	185	387
Percentage of Workforce	52.2	47.8	100.0%

TABLE 8

AFS: LENGTH OF SERVICE BREAKDOWN BY SEX

(Current Employees as of September, 1973)

Length of Service (in months)	Male	Female	N
0-6	17	14	31
7-12	6	1	7
13-24	38	40	78
25-48	28	13	41
49-72	37	33	70
73-96	24	33	57
97-132	20	17	37
133-168	13	21	34
169+	19	13	32
Totals	202	185	387
Percentage of Workforce	52.2	47.8	100.0%

TABLE 9

AFS: JOB CATEGORY BREAKDOWN BY LENGTH OF SERVICE
(Current Employees as of September, 1973)

Length of Service (in months)

Job Title	0-6	7-12	13-24	25-48	49-72	73-96	97-132	133-168	169+	N
Second Cook	-	-	-	-	-	-	2	2	-	4
Cook	1	-	2	3	6	4	7	2	4	29
Lead Foodservice Assistant	-	-	-	1	1	1	1	2	-	6
Head Pantry	-	-	-	-	-	-	-	1	4	5
Kitchen Steward	-	-	1	-	-	-	-	9	10	20
Foodservice Assistant	27	6	70	35	57	36	14	13	5	263
Pantry Worker	1	-	-	-	4	12	11	5	5	38
Pastry Chef	-	-	-	-	-	-	-	-	2	2
Pastry Cook	-	-	-	-	-	1	2	-	2	5
Baker	2	1	5	2	2	3	-	-	-	15
Totals	31	7	78	41	70	57	37	34	32	387
Percentage of Workforce	8.0	1.8	20.2	10.6	18.1	14.7	9.6	8.8	8.3	100.1%

TABLE 10

AFS: BREAKDOWN OF EMPLOYEES BY AGE
(Current Employees as of September, 1973)

Age	N	Percentage of Workforce
18-22	20	5.2%
23-25	17	4.4%
26-35	74	19.1%
36-45	118	30.5%
46-55	107	27.7%
56+	51	13.2%
Totals	387	100.1%

TABLE 11

AFS: BREAKDOWN OF EMPLOYEES BY LENGTH OF SERVICE (IN MONTHS)

(Current Employees as of September, 1973)

Length of Service	N	Percentage of Workforce
0-6	31	8.0%
7-12	7	1.8%
13-24	78	20.2%
25-48	41	10.6%
49-72	70	18.1%
73-96	57	14.7%
97-132	37	9.6%
133-168	34	8.8%
169+	32	8.3%
Totals	387	100.1%

TABLE 12

AFS: JOB CATEGORY BREAKDOWN BY SEX

(Terminated Employees, January, 1970-September, 1973)

Job Title	Male	Female	N
Second Cook	-	-	-
Cook	5	-	5
Lead Foodservice Assistant	-	-	-
Head Pantry	-	1	1
Kitchen Steward	2	2	4
Foodservice Assistant	78	45	123
Pantry Worker	-	6	6
Pastry Chef	1	-	1
Pastry Cook	1	-	1
Baker	1	-	1
Totals	88	54	142
Percentage of Workforce	62.0	38.0	100.0%

TABLE 13

AFS: LENGTH OF SERVICE BREAKDOWN BY SEX

(Terminated Employees, January, 1970-September, 1973)

Length of Service (in months)	Male	Female	N
0-6	38	9	47
7-12	7	4	11
13-24	16	7	23
25-48	10	7	17
49-72	8	9	17
73-96	2	5	7
97-132	4	5	9
133-168	3	4	7
169+	-	4	4
Totals	88	54	142
Percentage of Workforce	62.0	38.0	100.0%

TABLE 14

AFS: JOB CATEGORY BREAKDOWN BY LENGTH OF SERVICE
(Terminated Employees, January, 1970 - September, 1973)

Length of Service (in months)

Job Title	0-6	7-12	13-24	25-48	49-72	73-96	97-132	133-168	169+	N
Second Cook	-	-	-	-	-	-	-	-	-	-
Cook	2	-	1	-	-	-	2	-	-	5
Lead Foodservice Assistant	-	-	-	-	-	-	-	-	-	-
Head Pantry	-	-	-	-	-	-	1	-	-	1
Kitchen Steward	-	-	-	-	-	-	1	2	1	4
Foodservice Assistant	45	11	21	17	16	5	4	1	3	123
Pantry Worker	-	-	-	-	1	1	-	4	-	6
Pastry Chef	-	-	-	-	-	1	-	-	-	1
Pastry Cook	-	-	-	-	-	-	1	-	-	1
Baker	-	-	1	-	-	-	-	-	-	1
Totals	47	11	23	17	17	7	9	7	4	142
Percentage of Workforce	33.1	7.8	16.2	12.0	12.0	4.9	6.3	4.9	2.8	100.0%

The bakery operates in two shifts, five days per week at a consistent production level each day. The items produced are frozen and placed in inventory from which orders are filled for several flight kitchens and some outside customers. The five-day week in this unit is the result of a highly mechanized production system which relies on the most advanced bakery equipment available. Consequently, high volume of production is achieved with relatively few employees compared to a traditional bake shop.

The production process in the flight kitchens is designed to meet daily flight schedules and changing reservation counts. These units function in three shifts over a twenty-four hour period, seven days per week.

The flight kitchens differ slightly since one serves narrow-body aircraft and the other wide-body. Their essential functions of equipment preparation, tray assembly, supply, cold and hot food preparation remain the same. Products are prepared in stages. Pre-preparation of raw foodstuffs is completed prior to the assembly of individual menu items required for each flight. The bulk of the salad, snack tray, supplies and cleaning assembly work is done by the foodservice assistants and pantry workers, with appetizers, hot entree items and special flight services assembled by higher skilled positions, the cooks and second cooks.

Food and supplies required for an airline meal service are boarded in special modular units. These units, returned by truck to the flight kitchen, are cleaned and sanitized before being restocked with supplies, tray set-ups and food for another outgoing flight.

Food preparation deviates from the conventional in that entrees and vegetables are undercooked in the kitchen since they continue to cook in the hot food modules. In other ways, the AFS units produce meals as the IFS, CR and HFS, except that the quantities are greater and mass production techniques utilized.

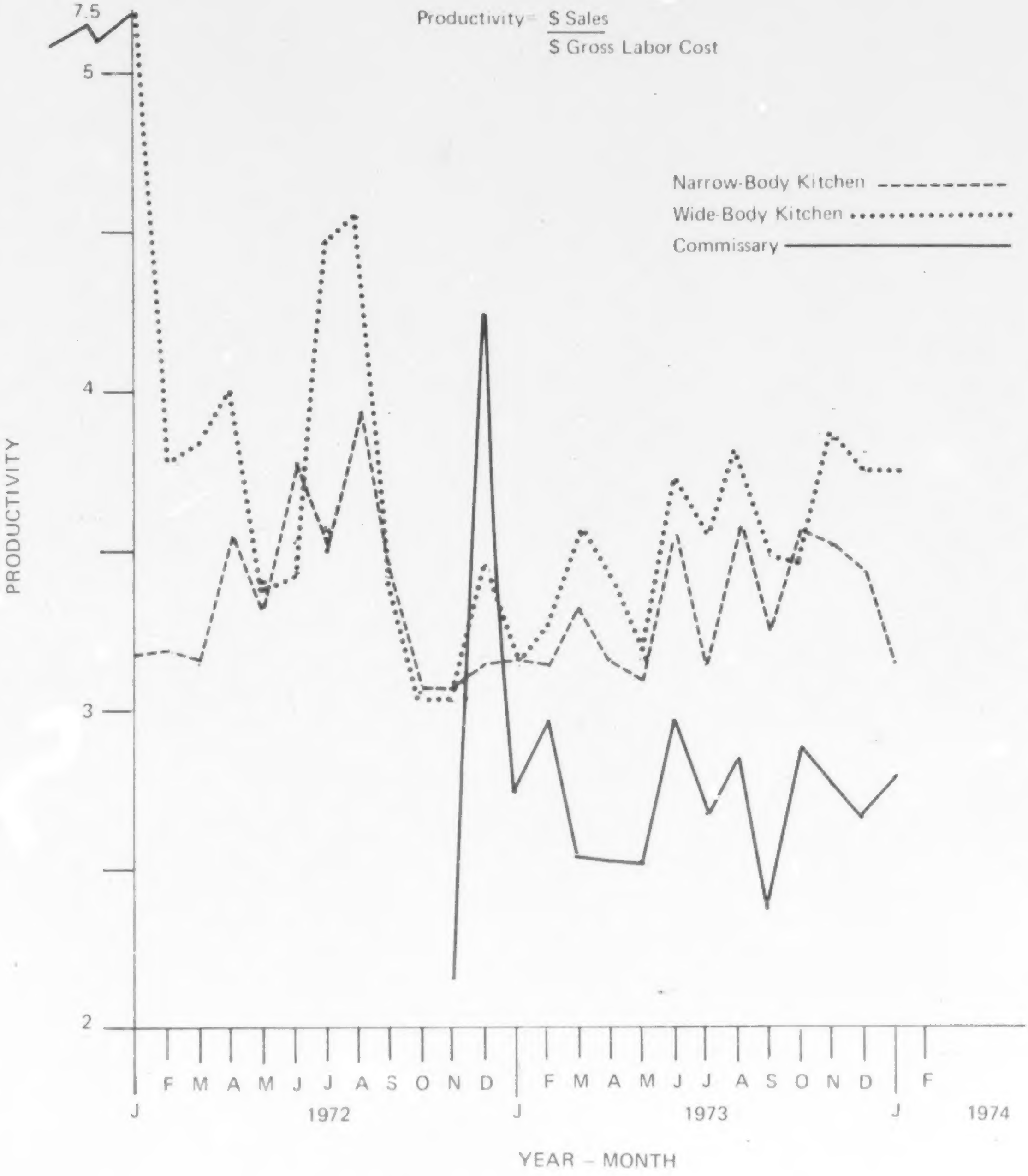
Productivity

Productivity figures were computed from January, 1972 for the AFS units. Figure 18 depicts the trends over a 25-month period.

The newer wide-body kitchen traditionally has had the highest level of productivity followed by the narrow-body kitchen. The bakery has had the lowest level of productivity but should not be compared to the flight kitchens due to the difference in the mix of high paying jobs to low paying jobs and the difference in items produced. Bakery items are low revenue but require highly skilled and highly paid labor, which accounts for the low level of productivity in this unit.

FIGURE 18

AFS: MONTHLY PRODUCTIVITY



The variances between the units may be the result of many factors:

- degree of mechanization
- equipment layout
- mobility within work space
- management style
- cooperation among co-workers
- attitude towards work
- work conditions such as temperature, light, heat and cleanliness
- comprehension of each worker's role in the total organization

Recruitment and Promotion Process

The AFS organization has little difficulty with recruitment. In fact, the employment office is open only one-half day per week. No advertising is necessary. Apparently word-of-mouth recruitment by other employees is sufficient to provide the labor force needed by the Airline Foodservice organization. The port of entry for most hourly workers in unionized titles is the foodservice assistant position. There are some exceptions to this rule, as shown in Table 15: three bakers were hired during a seven-month period, of a total of twenty-four hires into unionized jobs. These three employees filled jobs requiring specific skills. Such jobs, as a matter of policy, are opened for hiring from the external labor market only after two weeks of vacancy posting--one week in the unit and one week nationally--produces no bidders for the job. The stability of the workforce is evident from these data, which indicate that, over the seven months, new staff constituted only four per cent of the total workforce.

Additional evidence of the stability of the workforce is the length of time employees remain with the organization. As presented in Table 16, the figures indicate that only 4.7% of the total hourly, union workforce had less than three months of service with the company. All the workers in the 0-3 months category were foodservice assistants. The median length of service with the AFS was in the 25-60 month range or two to five years for all hourly employees.

The hourly workers show slightly less longevity in their present positions, with many incumbents having more seniority with the organization than they have in their current jobs. Seniority in the current job is presented in Table 17. These statistics suggest that promotions within the company are the pattern and support the earlier argument that the company does promote from within its ranks. At the same time, taking into consideration the hiring pattern identified in Table 15, length of service and time in title do indicate that movement is not rapid. A comparison of Tables 16 and 17 shows that:

TABLE 15

AFS: NEW UNION HIRES, MAY-DECEMBER, 1973

Job Title	Hourly Wage	Number of New Hires
Foodservice Assistant	$4.20	21
Baker	5.02	3
Total		24
Percentage of Total Workforce		4%

TABLE 16

AFS: BREAKDOWN OF HOURLY EMPLOYEES BY LENGTH OF SERVICE*

Job Title	Length of Service (in months) 0-3	4-12	13-24	25-60	61-120	121-240	241+	N
Second Cook	-	-	-	-	2	3	-	5
Cook	-	-	3	9	12	3	1	28
Pastry Chef	-	-	-	-	1	1	1	3
Pastry Cook	-	-	-	-	3	2	-	5
Baker	-	-	8	1	3	-	-	12
Lead Foodservice Assistant	-	-	-	1	2	3	-	6
Head Pantry	-	-	-	-	-	4	1	5
Pantry Worker	-	-	-	5	17	13	4	39
Kitchen Steward	-	-	-	-	-	17	5	22
Foodservice Assistant	18	15	73	79	56	18	2	261
Totals	18	15	84	95	96	64	14	386
Percentage of Workforce	4.7	3.9	21.8	24.6	24.9	16.6	3.6	100.1%

*Figures current in May, 1973, prior to new hires reflected in Figure 17

TABLE 17

AFS: BREAKDOWN OF HOURLY EMPLOYEES BY SENIORITY IN PRESENT JOB TITLE*

Job Title	Seniority in Present Job Title (in months) 0-3	4-12	13-24	25-60	61-120	121-240	241+	N
Second Cook	-	1	-	2	2	-	-	5
Cook	-	-	4	8	13	3	-	28
Pastry Chef	-	-	1	-	2	-	-	3
Pastry Cook	-	-	-	1	3	1	-	5
Baker	-	-	8	1	3	-	-	12
Lead Foodservice Assistant	-	2	3	1	-	-		6
Head Pantry	-	-	2	-	1	2	-	5
Pantry Worker	-	1	10	9	11	7	1	39
Kitchen Steward	-	-	2	4	10	5	1	22
Foodservice Assistant	18	15	75	80	54	18	1	261
Totals	18	19	105	106	99	36	3	386
Percentage of Workforce	4.7	4.9	27.2	27.5	25.7	9.3	.8	100.1%

*These data reflect seniority of employees prior to hires reflected in Figure 17

- cook and baker titles may be common ports of entry into the organization; mobility in those jobs is feasible: from baker to pastry cook, to pastry chef; similarly from cook to second cook;

- foodservice assistants show relatively little mobility, with seniority and time in title figures largely corresponding.

The data suggest that in order to establish visible career paths for the foodservice assistants, some means must be found for providing them with the skills needed to enter the job areas of technical food preparation: the cook and baker titles, thereby obviating outside hiring into these positions. The findings are supported in part by the data on promotions for a seven-month period which was provided by AFS management. Moreover, the promotion information indicates that on occasion the firm has promoted foodservice assistants into food preparation, clerical and management jobs. Promotions that have occurred in the past seven months are shown in Table 18.

Employee Attitude Survey

An employee attitude survey was designed and developed to measure overall satisfaction of hourly employees with their jobs and to identify factors that are most important to them in their particular jobs. A sample copy of the questionnaire is included in Appendix F.

The questionnaires, printed in English and Spanish, were color-coded to differentiate between the three work sites: narrow-body kitchen, wide-body kitchen and bakery. The on-site administration of the survey was conducted during three consecutive work shifts to include all employees working during one 24-hour period.

The questionnaire was administered to 244 employees with 241 returned. The responses were keypunched and programmed for computer analysis. A breakdown of the total frequency responses by work site is shown in Table 19. A breakdown of frequencies for each demographic variable listed on the questionnaire with corresponding percentages, is shown in Table 20. The total sample of returned responses by each work site and by each demographic variable very closely approximate the parallel distribution of the total population of hourly workers in the AFS organization.

An analysis of the results of the responses to global satisfaction showed:

- Overall satisfaction with present job is very high; in fact, over half of the employees indicated they were very satisfied with their present jobs. The frequency distribution and percentages of all responses is shown in Table 21, Part A.

TABLE 18

AFS: PROMOTIONS, MAY - DECEMBER, 1973

New Job Title	Previous Job Title	Number of Employees Promoted
Pantry Worker	Foodservice Assistant	3
Foodservice Clerk (1)	Foodservice Assistant	6
Supervisor (2)	Foodservice Assistant	1
Pastry Chef	Pastry Cook	1
Baker	Foodservice Assistant	1

(1) non-union, non-management position

(2) management position

TABLE 19

AFS: EMPLOYEE ATTITUDE SURVEY -
BREAKDOWN OF TOTAL RESPONSES BY KITCHEN

Work Site	Frequency	Adjusted Frequency% *
Narrow-body Kitchen	139	57.7%
Wide-body Kitchen	76	31.5%
Bakery	26	10.8%
Blank	0	0
Total	241	100.0%

* Percentages are adjusted to account for the blank responses to each question.

TABLE 20

AFS: EMPLOYEE ATTITUDE SURVEY - BREAKDOWN OF TOTAL RESPONSES BY DEMOGRAPHIC VARIABLES

A. Age

Age	Frequency	Adjusted Frequency% *
18-25	11	4.7%
26-35	51	21.9%
36-45	78	33.5%
46-55	62	26.6%
56+	31	13.3%
Blank	8	Missing
	241	100.0%

B. Sex

Sex	Frequency	Adjusted Frequency%
Male	124	53.9%
Female	106	46.1%
Blank	11	Missing
	241	100.0%

TABLE 20
(cont'd)

C. Education

Education	Frequency	Adjusted Frequency%
0-6 yrs.	11	5.0%
7-9 yrs.	41	18.5%
10-12 yrs.	122	55.0%
13+ yrs.	48	21.6%
Blank	19	Missing
	241	100.0%

D. Job Title

Job Title	Frequency	Adjusted Frequency%
Foodservice Assistant	142	62.0%
Pantry Worker	23	10.0%
Second Cook, Pastry Chef, Pastry Cook	11	4.8%
Cook	17	7.4%
Lead Pantry, Lead Foodservice Assistant	8	3.5%
Kitchen Steward	12	5.2%
Baker	15	6.6%
Other	1	.4%
Blank	12	Missing
	241	100.0%

TABLE 20
(cont'd)

E. Length of Time in Present Job

Length of Time in Present Job	Frequency	Adjusted Frequency%
0-6 mos.	2	.9%
7-12 mos.	23	10.1%
1-2 yrs.	52	22.9%
3-5 yrs.	57	25.1%
6-10 yrs.	53	23.3%
10+ yrs.	40	17.6%
Blank	14	Missing
	241	100.0%

F. Language

Language	Frequency	Adjusted Frequency%
English	188	78.0%
Spanish	53	22.0%
	241	100.0%

* Percentages are adjusted to account for the blank responses to each question.

TABLE 21

AFS: EMPLOYEE ATTITUDE SURVEY -
BREAKDOWN OF TOTAL RESPONSES TO OVERALL SATISFACTION

A. Satisfaction With Present Job

	Frequency	Adjusted Frequency% *
Very much	132	56.2%
Quite a lot	36	15.3%
It's OK	57	24.3%
Not too much	7	3.0%
Not at all	3	1.3%
Blank	6	Missing
	241	100.0%

B. Satisfaction With AFS As a Place to Work

	Frequency	Adjusted Frequency% *
All of the time	116	49.6%
Most of the time	88	37.6%
Some of the time	29	12.4%
Almost never	0	0.0%
Never	1	.4%
Blank	7	Missing
	241	100.0%

* Percentages are adjusted to account for the blank responses to each question.

- Overall satisfaction with AFS as a place to work is very high among the employees' responses in the total sample, as shown in Table 21, Part B.

Employee responses were compared by language and work site. An analysis of variance on the means of the responses differentiated the response patterns among the three work sites. Mean responses within each work site were cross-tabulated by language.

Some significant results were found in examining the breakdown of satisfaction responses, by kitchen and by language:

- The differences in the mean responses to satisfaction with present job by work site and language were statistically significant at the .05 level. As shown in Table 22, Part A, employees in the wide-body kitchen had the highest level of satisfaction, the bakery second highest level, and those in the narrow-body kitchen third.

- Differences in the mean responses to satisfaction with AFS as a place to work by kitchen and by language also showed statistical significance at the .05 level. The employees in the bakery had the highest level of satisfaction, with the wide-body kitchen employees having the second highest level, and the narrow-body kitchen third, as shown in Table 22, Part B.

- Overall, the total number of sampled employees are more satisfied with AFS as a place to work than with their present job, although both levels of satisfaction are very high. A cross-tabulation of satisfaction with present job by job title is presented in Table 23; the cross-tabulation of satisfaction with AFS is presented in Table 24. Satisfaction was greater for the employees within AFS as a place to work than with their jobs, in every job category except pantry worker and kitchen steward. The major comparison is on the frequency and percentages for the most satisfied categories(5).

- In all three sites, the Spanish-speaking employees are more satisfied with AFS than the English-speaking employees. In correlating the two variables, a significant relationship was found between satisfaction with AFS and language, as shown in Table 25. 82.0% of the Spanish employees ranked satisfaction with AFS "all the time" as compared to 40.8% of the English employees.

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(5)Satisfied "very much" and "quite a lot" with present job in Table 23 as compared with satisfied "all of the time" and "most of the time" with AFS in Table 24.

TABLE 22

AFS: EMPLOYEE ATTITUDE SURVEY -
BREAKDOWN OF SATISFACTION BY KITCHEN AND BY LANGUAGE

A. Satisfaction With Present Job By Kitchen and By Language

Total Responses - 235

Overall Mean (average) Response - 1.779 (1)

Work Site	Language	Frequency	Mean
Wide-body Kitchen		73	1.534
	English	56	1.518
	Spanish	17	1.588
Bakery		25	1.760
	English	22	1.864
	Spanish	3	1.000
Narrow-body Kitchen		137	1.912
	English	106	1.953
	Spanish	31	1.774

TABLE 22
(cont'd)

B. Satisfaction With AFS By Kitchen and By Language (2)

Total Responses - 234

Overall Mean (average) Response - 1.641

Work Site	Language	Frequency	Mean
Bakery		25	1.480
	English	22	1.545
	Spanish	3	1.000
Wide-body Kitchen		71	1.507
	English	55	1.582
	Spanish	16	1.250
Narrow-body Kitchen		138	1.739
	English	107	1.888
	Spanish	31	1.226

(1) The closer the mean response is to 1.000, the greater the satisfaction.

(2) The difference in the mean responses among the three work sites for A and B are statistically significant at the .05 level.

TABLE 23

AFS: EMPLOYEE ATTITUDE SURVEY -

BREAKDOWN OF SATISFACTION WITH PRESENT JOB BY JOB TITLE

	Foodservice Assistant		Pantry Worker		Second Cook Pastry Chef Pastry Cook		Cook		Lead Pantry Lead Food-service Assistant		Kitchen Steward		Baker		Other	Totals
	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
Very Much	73	52.5%	18	78.3%	6	54.5%	8	47.1%	6	75.0%	7	58.3%	9	64.3%	0	127
Quite A Lot	21	15.1%	4	17.4%	0	0	7	41.2%	0	0	2	16.7%	1	7.1%	0	35
	94	67.6%	22	95.9%	6	54.5%	15	88.3%	6	75.0%	9	75.0%	10	71.4%	0	162
It's OK	38	27.3%	1	4.3%	5	45.5%	2	11.8%	2	25.0%	2	16.7%	3	21.4%	0	53
Not Too Much	4	2.9%	0	0	0	0	0	0	0	0	1	8.3%	1	7.1%	1	7
Not At All	3	2.2%	0	0	0	0	0	0	0	0	0	0	0	0	0	3
Totals % of Total N	139 61.8		23 10.2		11 4.9		17 7.6		8 3.6		12 5.3		14 6.2		1 .4	225 100.0%

TABLE 24

AFS: EMPLOYEE ATTITUDE SURVEY -

BREAKDOWN OF SATISFACTION WITH AFS BY JOB TITLE

	Foodservice Assistant		Pantry Worker		*Second Cook* Pastry Chef Pastry Cook		Cook		Lead Pantry Lead Food-service Assistant		Kitchen Steward		Baker		Other		Totals
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	
All of the Time	62	44.3%	13	56.5%	3	27.3%	7	41.2%	8	100.0%	7	58.3	9	64.3%	1	100.0%	110
Most of the Time	55 117	39.3% 83.6%	8 22	34.8% 91.3%	6 9	54.5% 81.8%	10 17	58.8% 100.0%	0 8	0 100.0%	2 9	16.7% 75.0%	5 14	35.7% 100.0%	0 1	0 100.0%	86 196
Some of the Time	22	15.7%	2	8.7%	2	18.2%	0	0	0	0	3	25.0%	0	0	0	0	29
Almost Never	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Never	1	.7%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Totals % of Total N	140 61.9		23 10.2		11 4.9		17 7.5		8 3.5		12 5.3		14 6.2		1 .4		226 100.0%

TABLE 25

AFS: EMPLOYEE ATTITUDE SURVEY -
SATISFACTION WITH AFS COMPARED BY LANGUAGE *

Satisfaction	Spanish		English	
	N	%	N	%
All of the time	41	82.0%	75	40.8%
Most of the time	7	14.0%	81	44.0%
Some of the time	2	4.0%	27	14.7%
Almost never	0	0%	0	0%
Never	0	0%	1	.5%
	50	100.0%	184	100.0%

Total N = 234

* The relationship between satisfaction with AFS and language is statistically significant at the .05 level.

- Satisfaction with present job and AFS as a place to work, each when correlated with age, was also statistically significant at the .05 level. In both cases, as age increases, satisfaction with the job and with AFS increases.

Numerous variables interact within the work environment that might result in such high satisfaction in the AFS organization. For each work site, the physical facilities and equipment are designed and set-up so that the production process and work flow integrate into a logical, systematic pattern. Also, the equipment is highly mechanized and sophisticated. Most of the employees can see the entire work process and preparation of products from the initial stages to the final loading of the buffet units (modules) ready to be boarded on the planes. These conditions plus pay, fringe benefits and a sense of the cooperation necessary by individual workers and supervisors might all lend themselves to a high level of employee satisfaction.

Among the three work sites, employees in the wide-body kitchen expressed the highest level of satisfaction with their present job. The equipment in the wide-body kitchen is newer than in the narrow-body kitchen and the actual site is larger, allowing more room for a smooth, systematic work flow, with room for individual movement of employees and equipment. The atmosphere in the wide-body kitchen is more relaxed than in the narrow-body kitchen. Although output might be similar between the kitchens, there are not as many wide-body flights, allowing more time for preparation. The highest productivity level is in the wide-body kitchen, which might be related to the finding that employees in that kitchen have the highest level of satisfaction with their present jobs.

Employees in the bakery showed the most satisfaction with AFS as a place to work among the sites. Almost all employees in this area have had previous work experience outside of AFS, and thus can make comparisons among organizational work environments, including physical conditions, equipment, types of work, pay, benefits, etc. Also, the bakery has two basic work shifts, a morning and afternoon changeover, while the other two sites operate on a 24-hour basis. Since bakery production is aimed at a certain daily output, rather than to meet flight schedules, the pressure to meet flight times and changes is not present. This type of production process also allows bakery employees to have free weekends.

The Spanish-speaking employees may be generally more satisfied as a specific sub-population than English-speaking employees for a number of reasons. Spanish-speaking employees very possibly are more satisfied because of the travel, pay and fringe benefits they receive at AFS, as well as the status of working for an airline, that they would not receive in comparable jobs within other organizations. Once they are hired and working for awhile, the opportunities for moving upward become more important.

The calculations and analysis in the ranking of important factors in a job differed from that of the responses on the two satisfaction questions. Some responses were incomplete on the rank-ordering of all nine items and ties existed for certain items. Therefore, absolute frequencies and percentages were used in most cases resulting in different total responses for each cross-tabulation.

Satisfaction is not being measured within the context of the rank-ordering of important factors in Question III. For example, the most important factor from the total employee responses does not necessarily mean those employees are satisfied or dissatisfied with that factor. The inverse is also true; a factor ranking low in importance does not necessarily indicate dissatisfaction. The rank-ordering indicates what factors are important in a job and can be cross-tabulated with various subpopulations and demographic variables to elicit more in-depth information on employees' responses by different categories.

An analysis of the results to the ranking of the most important factors in a job showed:

. Fringe benefits had the largest number of employee responses for being the most important factor, with pay having the next largest number of responses for being the most important factor. Following these economic and security factors were I like what I do in my job and chances for promotion. The total breakdown for ranking and percentages of important factors is presented in Table 26.

Subpopulations were cross-tabulated and analyzed to elicit more detailed information on how important factors related to specific variables within the sampled AFS employees. Employee responses to satisfaction with job and with AFS were compared by each item of importance to them in their jobs and by each demographic variable. A Chi-square test was used to determine the independence of the variables that were cross-tabulated. The Spearman Correlation Coefficient defined the strength and direction of association between the cross-tabulated variables. A .05 level of significance was used in analyzing the results of both tests.

. One important finding is that those employees most satisfied ("all the time") with AFS put chances for promotion as most important over any other factor. The less satisfied employees ("some of the time") ranked fringe benefits most often as the most important factor. See Table 27.

. Also, in analyzing differentiation by language, Spanish-speaking employees put chances for promotion as the most important factor in a job, while English-speaking employees ranked pay as most important. See Table 28.

TABLE 26

AFS: EMPLOYEE ATTITUDE SURVEY - RANKING OF THE MOST IMPORTANT FACTOR IN A JOB

Factors	Frequency	%
Fringe Benefits	48	25.4%
Pay	45	23.8%
I Like what I do in my Job	34	18.0%
Chances for Promotion	31	16.4%
My Work is Planned and Organized	10	5.3%
Training for New Positions	8	4.2%
Work Conditions	6	3.2%
My Co-workers	6	3.2%
My Supervisor	1	.5%
	189	100.0%

Total Missing Responses - 52

TABLE 27

AFS: EMPLOYEE ATTITUDE SURVEY -

MOST IMPORTANT FACTOR IN A JOB BY SATISFACTION WITH AFS

Satisfaction with AFS	Most Important Factor	Frequency	%
All the time	Chances for Promotion	20	21.7%
	Pay	19	20.7%
	I Like what I do in my Job	17	18.5%
	All Other Factors	36	39.0%
		92	100.0%
Some of the time	Fringe Benefits	9	33.3%
	Pay	7	25.9%
	Chances for Promotion	4	14.8%
	All Other Factors	7	25.9%
		27	100.0%

* Combination of the remaining 6 factors on the questionnaire.

TABLE 28

AFS: EMPLOYEE ATTITUDE SURVEY - MOST IMPORTANT FACTOR IN A JOB BY LANGUAGE

Language	Frequency	Most Important Factor	Frequency	%
English	155	Pay	40	25.8%
		Fringe Benefits	39	25.2%
Spanish	42	Chances for Promotion	14	33.3%

- In the cross-tabulation of the most important factor in a job by sex, Table 29, the top three items ranked by both males and females were the same items, in a different order, with the exception that females included chances for promotion as most important more often than males.

- A breakdown of the most important factor in the job by job title is shown in Table 30.

In re-examining the overall perspective of employee responses to the attitude survey, satisfaction is very high, particularly with AFS as a place to work. The content of the employees' jobs and chances for promotion are important to them, as well as the main economic factors of pay and fringe benefits. Chances for promotion were particularly important to women and Spanish-speaking employees as sub-groups of the total sample. Also, the most satisfied employees, including a mixed demographic composition, put chances for promotion as the most important factor more often than any other item in their job.

Job Analysis and Career Progression Design

Job analysis was conducted in the two flight kitchens and in the bakery of AFS. The approach taken was that of job task observation and verification. The members of the CTS team conducted this analysis for the ten union, non-management jobs that comprise the workforce in the AFS kitchens, including: foodservice assistant, lead foodservice assistant, pantry worker, lead pantry worker, kitchen steward, cook, second cook, baker, pastry cook and pastry chef. Once all of the positions had been observed, task listings, including equipment and materials used, were created. The task content of the jobs were then verified with the manager of each work site(6).

These task listings were used as the basis for creating job performance criteria that were requested by AFS management. AFS divisional management is hopeful that the set of performance criteria developed by the CTS team will be an aid to foodservice management in deciding whether or not a candidate for a new position is qualified to fill that particular position. At the present time, the union contract states that a candidate for a position has ninety days within which to prove himself for the position. At the conclusion of the probationary period, management must decide if the employee is qualified to assume the position. AFS has not had a totally objective and

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(6)See Appendix G for an example of the forms used for job task observation and verification.

TABLE 29

AFS: EMPLOYEE ATTITUDE SURVEY -

MOST IMPORTANT FACTOR IN A JOB BY SEX

Sex	Frequency	Most Important Factor	Frequency	%
Male	95	Fringe Benefits	30	31.6%
		Pay	18	18.9%
		I Like what I do in my Job	17	17.9%
		* All Other Factors	30	31.7%
			95	100.0%
Female	93	Pay	26	28.0%
		I Like what I do in my Job	18	19.4%
		Tie between Chances for Promotion and Fringe Benefits	17	18.3%
		* All Other Factors	15	16.2%
			93	100.0%

* Combination of the remaining 6 factors on the questionnaire.

TABLE 30

AFS: EMPLOYEE ATTITUDE SURVEY -

MOST IMPORTANT FACTOR IN A JOB BY JOB TITLE

Job Title	Frequency	Most Important Factor
Foodservice Assistant	121	Fringe Benefits
Pantry Worker	19	Tie between Chances for Promotion and Pay
Second Cook, Pastry Chef, Pastry Cook	7	I Like what I do in my Job
Cook	15	Tie between I like what I do in my Job and Pay
Lead Pantry, Lead Food Service Assistant	6	Tie between Chances for Promotion, I Like what I do in my Job and Pay
Kitchen Steward	9	Tie between I Like what I do in my Job and Pay
Baker	12	Fringe Benefits
	189	

Total Missing Responses - 52

consistent means by which a person can qualify for a position, but with the development of a set of performance criteria, AFS will now have a uniform set of standards for performance measurement(7).

In designing the career progression structure for AFS, the CTS team worked within the boundaries of the contract AFS has with the International Association of Machinists and Aerospace Workers (IAM). The structure is illustrated in Figure 19. The paths from cook to second cook; baker to pastry cook and pastry chef; foodservice assistant and pantry worker to kitchen steward, lead pantry worker, and lead foodservice assistant are all defined within the limits of the IAM contract. Historically, AFS has considered the positions of cook and baker to be entry level jobs that were filled from the outside labor market. The CTS team, with the full approval of the AFS management, created a more diverse structure than was presently outlined in the union contract; it is now plausible for a foodservice assistant and lead foodservice assistant to move to the baker and cook positions, for a pantry worker to move to a baker position, and for a lead pantry worker to move to a cook position. As in the three previous phases of the project, the structure is based upon the relationship of skill and knowledge levels among job positions. Logical, systematic paths are created through which an employee can move or progress by building upon his present skill and knowledge levels.

Support Systems for the Career Progression Program

The structure which was developed through use of the output of the job analysis was designed with supporting programs of training and orientation.

The designed approach to training recommended to the AFS divisional management was based on a series of objectives; they are:

- Improved employee performance in terms of work quality, productivity and safety;
- Capability for developing skilled employees who could be promoted as internal manpower needs arise;
- Provision of opportunities for interested employees to advance within the organization;
- Adaptability to system-wide needs;

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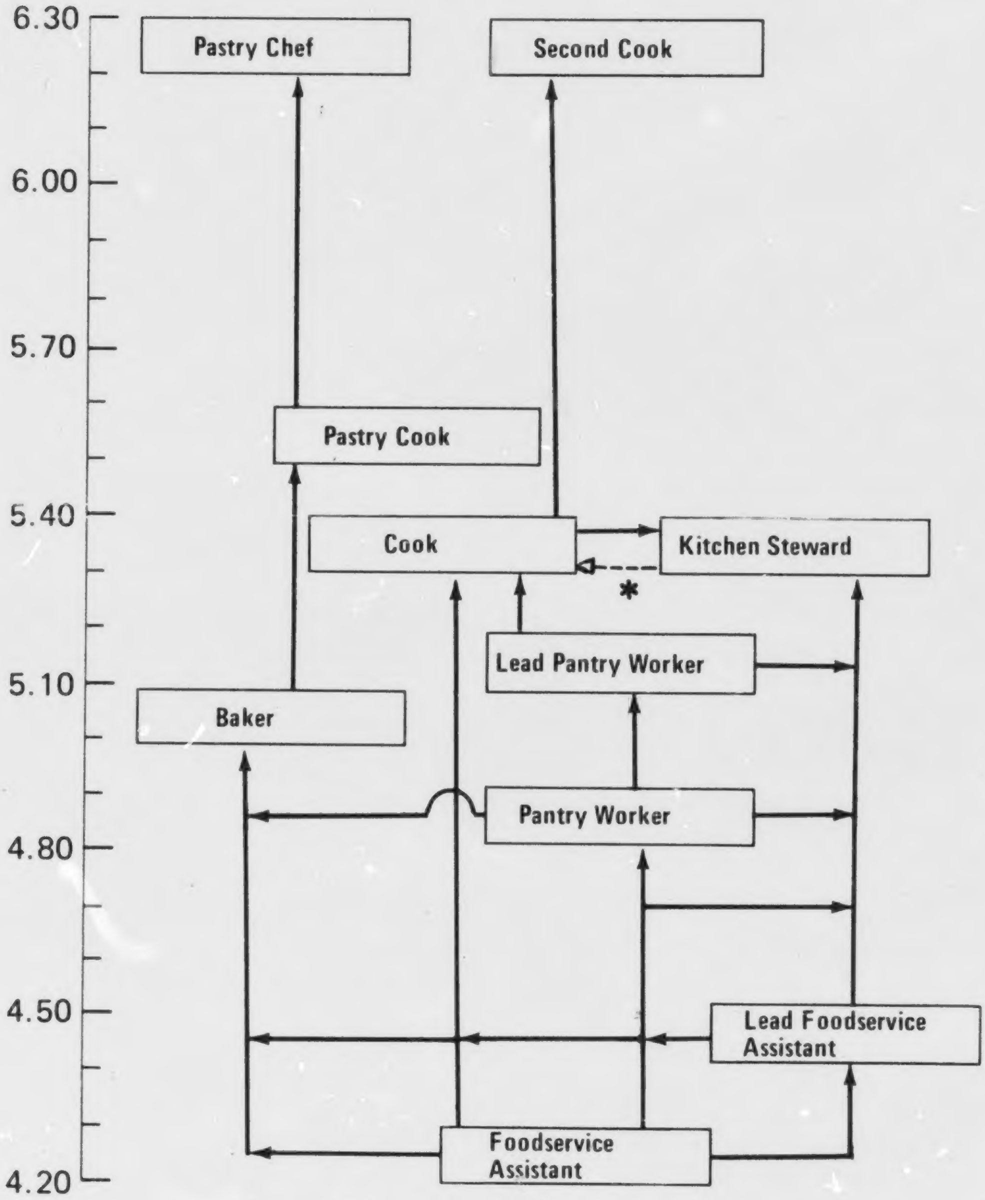
(7)See Appendix H for an example of job performance criteria.

FIGURE 19

AFS: PROPOSED CAREER PROGRESSION SYSTEM


6.30
6.00
5.70
5.40
5.10
4.80
4.50
4.20
Pastry Chef
Second Cook
Pastry Cook
Cook
Kitchen Steward
*
Lead Pantry Worker
Baker
Pantry Worker
Lead Foodservice Assistant
Foodservice Assistant

*With proper training, kitchen steward may qualify as a cook, a lateral move, which will permit future upward progression.

- Maximum efficiency in teaching required skills and knowledge;
- Adaptability of training materials to several methods of training.

The program, structured in a system of training modules for each job category, includes curricula for six of the ten union, non-management positions in the AFS operating units. The four remaining positions of cook, baker, pastry cook and pastry chef will have AFS-specific curricula developed, but complete training curricula have not been developed for these jobs on the recommendation to AFS management that training for these jobs should be based upon a tuition reimbursement plan for reasons of economy.

AFS was advised by the CTS staff that implementation of the training program as a part of a career progression system would require a divisional level manager of career planning, responsible for: wage and salary administration, personnel systems, coordination of career progression and training. This person would serve as coordinator for the program in order to accomplish:

- Aquaintance of unit managers with the concept of career progression and the elements of the program;
- Orientation of divisional level management to decision making required for implementation;
- Installation of the orientation program, personnel procedures and training activities necessary for the program operation;
- Administration of employee attitude surveys system-wide;
- Training of unit level employees to serve as trainers by conducting train-the-trainer sessions;
- Change in systems and policies in order to make the program viable.

Having learned that a company-developed orientation program was not currently presented to new employees in foodservices, CTS staff developed an audio-slide orientation program, geared directly to the AFS operation. The purposes of the program were to: welcome the new employee immediately, provide background information about AFS, describe the food production process, and emphasize teamwork and cooperation. Emphasis was placed on the employee, how important he is and how he fits into the organization. Included in the program were a visual tour of the facilities and a brief description of each union job. The presentation was left flexible in order that additional information on career progression possibilities and training could be added.

Decisions and Commitment to the Career Progression System

A new president of AFS took office in early February, 1974, due to the promotion of the former AFS president.

The CTS staff planned and scheduled a meeting with top divisional management in mid-March, to cover three major objectives: brief the new president on the background, concepts and elements involved in a career progression system; present a status report to top management on the progress of CTS activities; and present a proposed AFS-specific career progression program and system of implementation.

At the conclusion of the briefing, the results of the analysis, design and development work completed by the CTS analysts at the AFS organization were presented, including several specific areas:

- Definition of expanded career paths through all levels of hourly positions;
- Presentation of the AFS audio-slide orientation program;
- Analysis of the employee survey results;
- Presentation of the job performance criteria developed from the job observations;
- Discussion of the approach to a training program as part of career progression.

Response to the presentation was very positive. The AFS representatives accepted the expanded career structure paths for hourly workers, expressed great interest in the survey results and considered the orientation program a quality tool to be used for new employees in the foodservices division. The job performance criteria and approach to training were also accepted very positively by AFS management and led to a discussion of several concrete decisions AFS management would have to make before implementing the total program. The acceptability and adaptability of each segment that the CTS staff presented were seen by AFS management as integral and necessary for a total career progression system including an expansion to include management level positions at some future point.

As stated, the CTS staff indicated that implementation of performance criteria necessitated several decisions on the part of AFS management; they were:

- Establishment of a uniform passing score on the job performance tests which determine an employee's qualification for a job;
- Establishment of the policy that all new employees be able to perform in all task areas of a job classification in order to qualify;
- Establishment of the policy that all employees be able to perform in all task areas of a job classification in order to be eligible for promotion;
- Consideration of a salary differential determined by the number of areas of qualification in a job category and the implications of such in terms of the union contract;
- Establishment of an English language skill level for each job category and a program of English classes for employees who wish to qualify for higher positions.

The approach to training precipitated additional decisions for AFS management; they were:

- Commitment to a career progression system;
- Commitment to hire a divisional manager of career planning to complete the development of the program and to install it;
- Commitment to discuss career progression as a viable system with union representatives;
- Feasibility of tuition reimbursement as a method of achieving training for highly skilled jobs.

AFS management gave a firm commitment to implement a career progression system at the conclusion of the meeting, although specific questions on certain areas of the system required further consideration. As of early April, AFS has reached the following decisions:

- A passing score for the performance criteria will be established, but the exact score is still under consideration;
- New employees will have to qualify in all areas of a job classification;
- All employees will have to qualify in all areas of job classification to be eligible for promotion;

- English language proficiency levels will be established for each job category;
- English classes will be offered to employees;
- Tuition reimbursement may not be feasible as it is contrary to current corporate policy;
- AFS will discuss the concept of career progression with union representatives;
- A commitment has been made to hire a divisional manager to coordinate the program.

Consequently, AFS management has given commitment to a career progression system in terms of policy changes, designation of a divisional coordinator and financial resources.

Effects of Career and Training Study in AFS

The major objective in the AFS organization was to strengthen and expand the current promotional system in terms of career progression for foodservice workers.

The CTS staff, in working towards this objective, did the following:

- Collected and analyzed demographic data on 387 current AFS employees and on 142 terminated employees; documented job history and promotional patterns exhibited by the firm;
- Conducted job analysis:
    - -- job task observation and verification (JTO&V), a practical methodological approach to modify the existing promotional structure, was developed and conducted for AFS;
    - -- by design and intent, JTO&V also provided the detailed information on job content for the development of performance criteria and training curricula;
- Analyzed worker productivity at the three work sites over a 25-month period;
- Designed, developed, administered and analyzed an employee attitude survey concerned with satisfaction with present jobs and AFS as a place to work, and the most important factors in the jobs;

- Developed and presented an audio-slide orientation program to acquaint new foodservice employees with AFS;

- Designed and developed performance criteria to provide AFS management with a uniform and objective means of determining employee qualification in each job classification;

- Prepared training curricula in a program to include union, non-management job classifications;

- Expanded the existing structure to increase promotional possibilities within AFS for hourly workers; presented the structure graphically as a communications tool for management and hourly workers;

- Presented the background, concepts and elements of career progression systems to an association of airline caterers, upon request by AFS management.

The CTS staff received full management cooperation and support for all activities conducted in the AFS organization. The major effects of the CTS in AFS were twofold: 1) the concepts and elements involved in a career progression system were presented, creating an awareness in AFS management of the value and benefits for all employees in installing such a system in their organization; and 2)top divisional management committed time, manpower and financial resources for the implementation of a career progression system for hourly workers.

VII. CONCLUSIONS

This section of the report contains a series of observations and recommendations for policymakers at the Manpower Administration, U. S. Department of Labor. The three years of planning and research conducted by NRA and HDC have resulted in some judgments on policy and strategy which NRA would like to offer for consideration. The conclusions NRA would stress for the attention of the Manpower Administration, Department of Labor, concern: the position of a trade association, such as the National Restaurant Association, as a vehicle for effecting change in the job promotional policies and practices of member employer organizations; an appraisal of project objectives and organizational selection criteria; the analytic and design methodologies most appropriate for the foodservice industry; and industry characteristics which require consideration by public agencies undertaking research and demonstration in foodservice and hospitality.

The Trade Association

Because the NRA is closely linked to industry management through its educational and service activities on behalf of the foodservice and hospitality industry, it commands the attention of major organizations in the field and can exercise its leadership to influence employers toward developing more advanced personnel systems. Although the NRA's position may not be identical to that of other trade associations, it would seem that many trade associations hold a similar status within their industry. The level of acceptance experienced by CTS staff in all participating organizations substantiates the effectiveness of the trade association as a vehicle for influencing industry managers to consider alternative personnel policies and procedures.

Public policymakers should be conscious of the communication resources available through the trade association which are applicable to, and for, objectives which frequently accord with public policy goals. Conferences, seminars, publications and inter-organizational meetings have been used by the NRA to advance the concept of and introduce developmental techniques for career progression systems. These communications channels reach directly to the industry's decision-makers--the high level managers. The communications work will continue at NRA and certainly is replicable by many trade associations. While the NRA can influence organizations within the industry, it cannot, of course, compel them to adopt any particular manpower policy approach.

The Career and Training Study has enabled the NRA to develop a technical and informational capability which can offer advice to member organizations desirous of developing career advancement systems for their employees. The establishment of this capability is an outstanding contribution of the U. S. Department of Labor to the foodservice industry through the Career and Training Study.

Project Objectives

The results of the Career and Training Study are inconclusive largely because the Research and Demonstration Project's objectives were so broad. The researchers have concluded that the feasibility of a trade association's introducing career progression systems to the segments of the industry analyzed is established; many firms have done so. Whether the specific organizations participating in the Study implemented the recommended system, at the time it was proposed, is not a conclusive finding on the issue of the system's feasibility. The internal variables influencing the firms' decisions with respect to implementation could not be controlled by the CTS staffs or, at times, even by the corporate managers who had agreed with CTS recommendations up to the point of program implementation. Empirical data on the industry establish that career progression systems are feasible.

An alternative to the broad CTS approach--examining four different types of industry organizations--would be to focus on several organizations within one segment of an industry. The alternative would permit a research staff to work with several companies, and the output from all organizations would be comparable. As research staff worked in several companies sequentially, their accretions of knowledge about the product market, organizational structures and technical content of industry segments would be applicable to other participant organizations. This more specialized approach would permit controls for some variables which, in the present case, render project results inconclusive.

Methodological Considerations

The extent and refinement of organizational analysis work possible within a firm is a function of the depth and accessibility of the organization's own information resources and systems capability. In small firms, it is possible to correlate data on the structure and workforce through manual techniques, but in large firms the range of input for organizational analysis purposes and the quality of the final product depend on the records and systems capabilities found there.

Job task and requirements analysis, as an approach to collecting and analyzing information about the content of the jobs within the industry, is a useful tool. The methodology is limited in its capacity for transference to organizations within the industry. A technical staff can work effectively within foodservice organizations by using a modified JTRA method for collecting data on the task components of the jobs.

It was not possible for any of the four organizations which participated in the Study to introduce JTRA as a tool which personnel and operations officials of the companies could adapt to their specific requirements. In preparing How to Invest in People: A Handbook on Career Ladders, the NRA, even with HDC assistance, was unable to compress the methodology into a scope and level of practicality which would make it possible for employers to use it as an analytic tool, without assistance from a technical group.

Organizational Selection Criteria

The organizational selection criteria enumerated in the "Overview" chapter of the report are appropriate and should be applied in similar Research and Demonstration projects by the Manpower Administration, U. S. Department of Labor. While all the selection criteria are important, it does seem that the selected organization's growth posture is especially critical. If there are clear needs for skilled employees created by increased production volume realized through expansion in facilities and/or markets, afirmr is an ideal site for the introduction of manpower development systems. Another way in which the need for skilled manpower could arise is through vacancies created by high termination rates among skilled workers. But during the subject work in the foodservice industry only the Commercial Restaurant was found to have recurrent vacancies in high skill jobs; turnover was concentrated at the entry level.

Because of its growth and development prospects, as well as the appropriateness of the timing, of CTS activities, the AFS firm was most accepting of the CTS recommendations. The AFS organization has expanded over the two years previous to the inception of CTS activities; sales measured in dollar volume are high, and the company was eager to build personnel procedures which would maximize worker productivity and enhance internal job mobility.

As suggested above, concern about manpower problems is logically associated with organizational growth and expansion. The concern must be present and articulated by corporate management. Because all levels of management must cooperate in successfully implementing a career progression system, such a system must optimally include all levels of employees, from hourly through management categories.

Finally, the organization must be willing to invest in people: to allocate funds and staff for program design, training and evaluation purposes. While the investment need not be made at the outset of a Research and Development project such as the Career and Training Study, management should understand that career progression system implementation requires a concrete organizational commitment.

Application of these criteria might best be carried out by presenting them to corporate management at the project marketing stage of organizational selection activities. Once organizations understood the criteria and the reasons for specifying them, they could choose to participate or not. An organization self-selection approach to marketing a project similar to the Career and Training Study would offer strong prospects that those firms which decided to participate would follow-through with implementation of a career progression system which met their operational requirements.

The Industry

As a result of the Research and Demonstration Project, several observations about the industry have emerged which might usefully serve public agencies considering the sponsorship of manpower research within the foodservice and hospitality industry. These relate to the content areas of the industry and the manpower concerns of employer organizations.

Employment in the Foodservice Industry: The foodservice/hospitality industry belongs to the service classification of occupations. Service occupations are the fastest growing category of occupations in the U. S. economy. This Study has established the difficulty of identifying and applying quantifiable measures of productivity to the industry. But a beginning has been made. It would seem essential that service industries be continually encouraged by public agencies to introduce advanced ways of managing, and presenting opportunities to the employees of those industries, especially the low-wage, entry level workers.

Not enough is known about the content and structures of jobs in service industries generally, and in the foodservice industry particularly. The U. S. Department of Labor should begin to accord to skilled occupations in this industry the level of attention and study which has been granted other occupations, especially the apprenticed trades. In an informal way, the skilled personnel of the foodservice industry have learned their skills in an unstructured apprentice system. The amount of monetary investment and analytical skills provided by the Federal government in establishing strata of skilled workers and avenues of progress toward the upper levels of the skill ladder for the apprenticed occupations has not even been approached in the occupations found within this industry. Certainly, elevation of the status and skill levels of workers in foodservice organizations requires equivalent investments.

Manpower Concerns: None of the organizations exhibited that either absenteeism or tardiness was a problem. Within three of the organizations studied, labor turnover was an identifiable problem. However, assigning costs to turnover rates seems an unconvincing argument in favor of what appears on the surface to be radical solutions: i.e., the introduction of a career progression system.

One reason for this is that, within the foodservice/hospitality industry, the accounting system ordinarily utilized--The Uniform System of Accounts--has no provision for itemizing such costs. The industry has operated under some version of the Uniform System for many years, and managerial processes and procedures are geared to its limited framework. Adoption of career progression systems could be achieved within foodservice organizations more easily if the broader management systems included provisions for refined analyses of the losses resulting from labor turnover and other indirect costs of undeveloped personnel policies and procedures. If management systems were attuned to perceiving labor as a capital investment, the acceptability of the career advancement concept would be infinitely greater. Such changes in management systems are envisioned. At the time they become actualized, new ways of looking at people problems and worker productivity will be more critical concerns.

For most organizations which participated in the Study, turnover was localized at the entry levels of the job structures. As long as the entry level labor supply remains plentiful and the real costs of the turnover phenomenon are not visible to the operators, adoption of the career progression system concept is likely to be episodic and not consistent from organization to organization.

APPENDICES

APPENDIX A

IFS: Skill Dimensions

SKILL DIMENSIONS*

		SCALE VALUES
1.	Locomotion	0-9
2.	Object Placement	0-9
3.	Object Manipulation	0-9
4.	Guiding or Steering	0-9
5.	Human Interaction	0-9
6.	Co-worker Cooperation	0-9
7.	Leadership	0-9
8.	Information Utilization	0-9
9.	Decision Making on Timing, Sequence or Speed	0-9
10.	Decision Making on Methods	0-9
11.	Choice over Standards of Performance or Output	0-9

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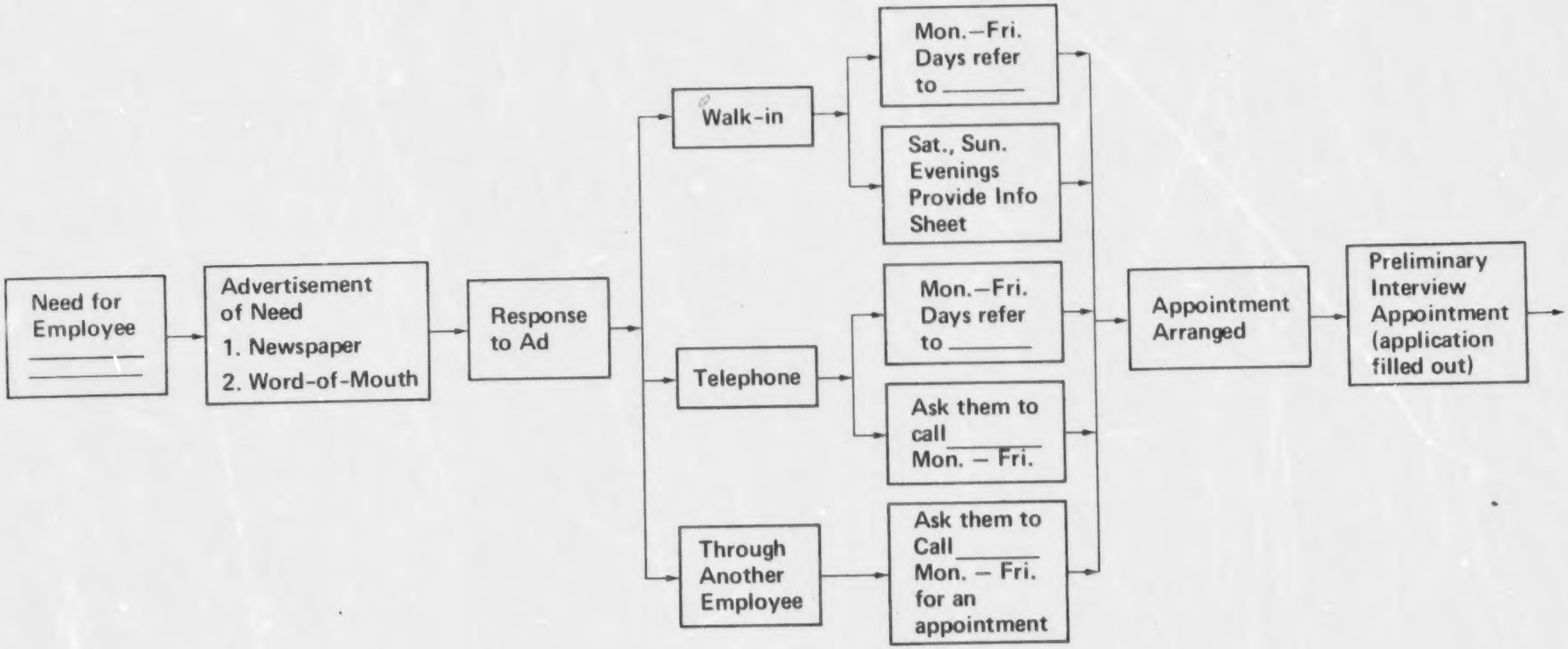
* Eleanor Gilpatrick, Irene Seifer, *et al.*, *A Re-test Model for Scaling Task Dimensions*, Working Paper Number 7, January 1970, sponsored by the Research Foundation, City University of New York, under grants by the Office of Economic Opportunity; Manpower Administration, U. S. Department of Labor; Health, Education and Welfare, Health Services and Mental Health Administration.

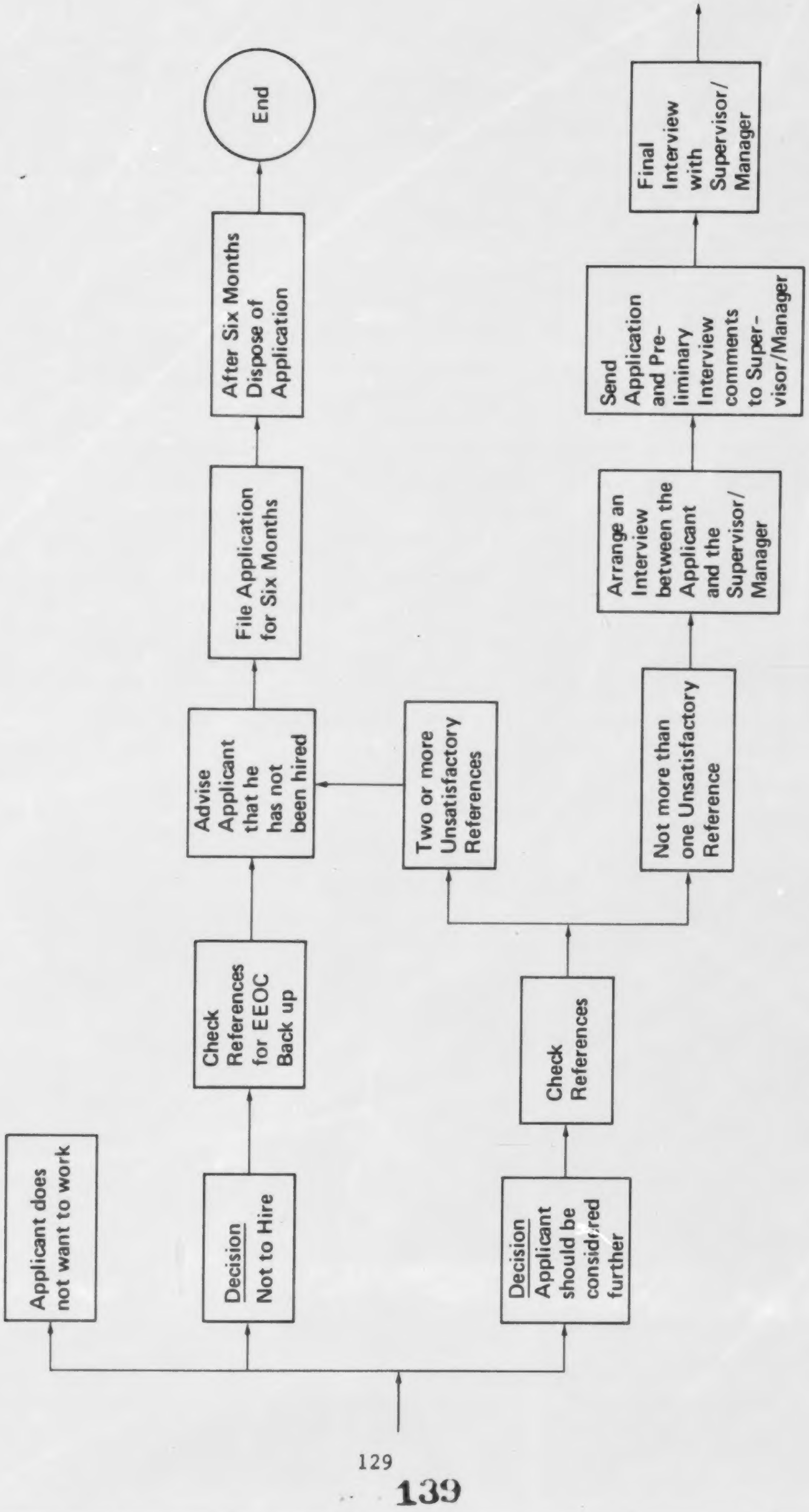
APPENDIX B

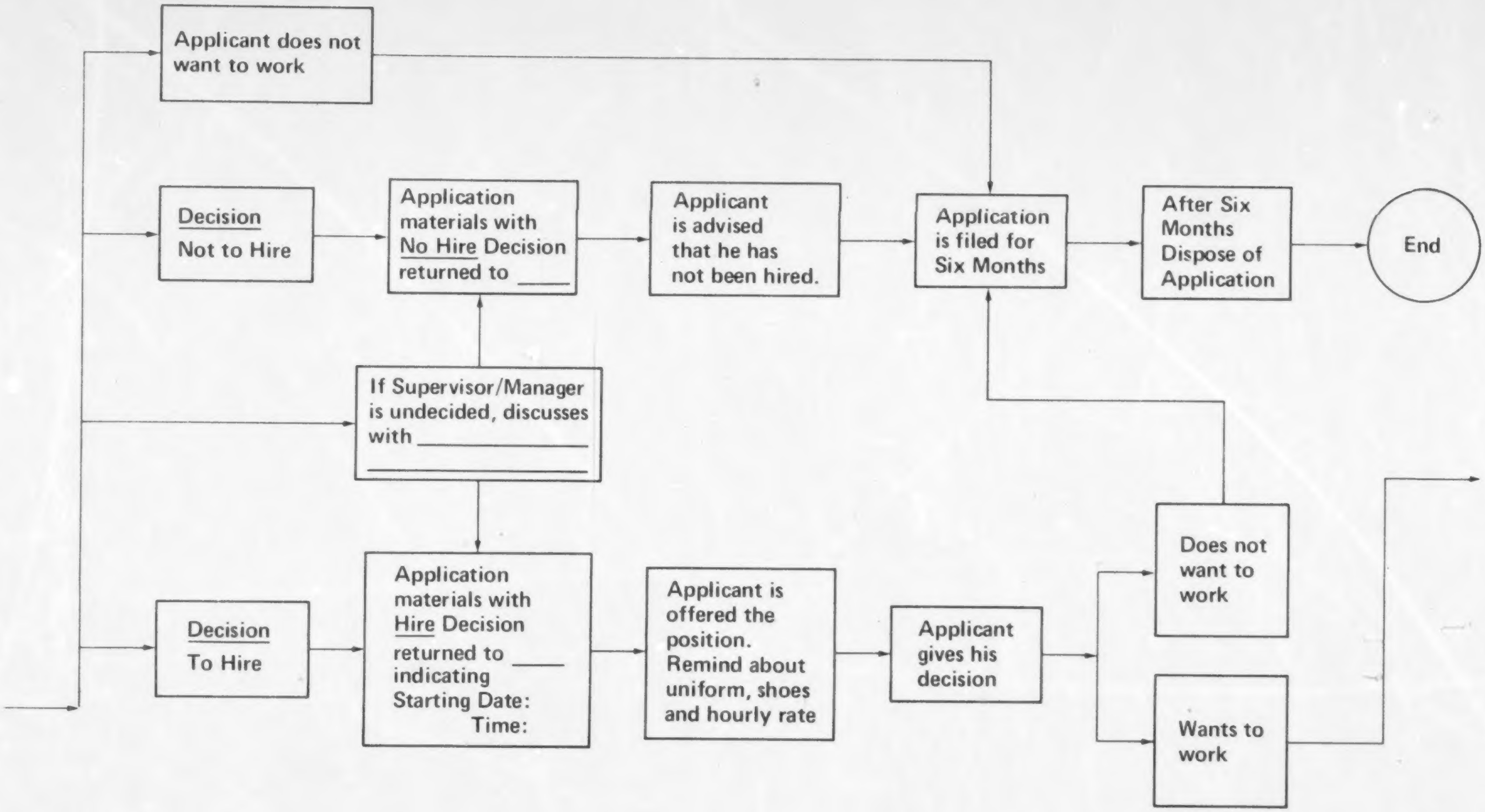
CR: Interviewing/Hiring

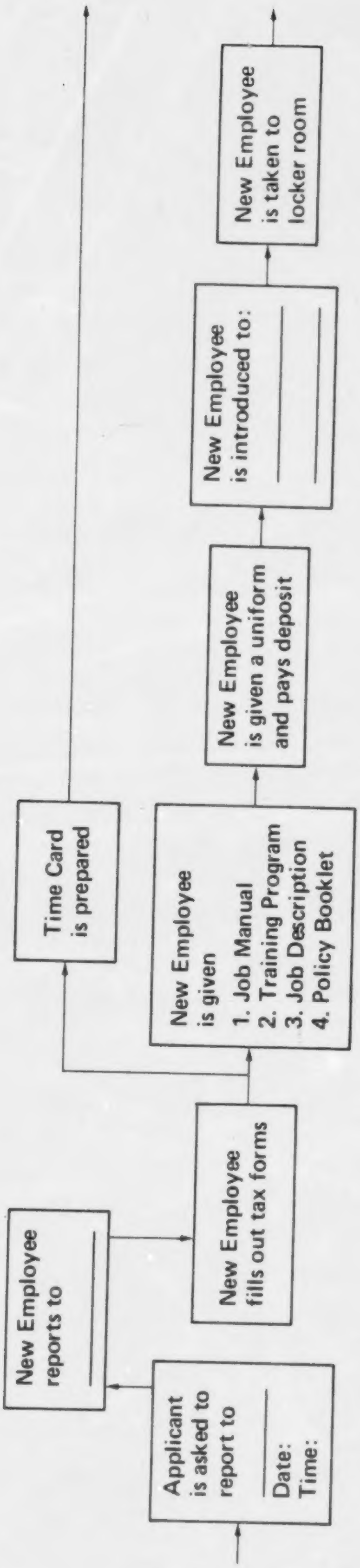
Instructions and Forms

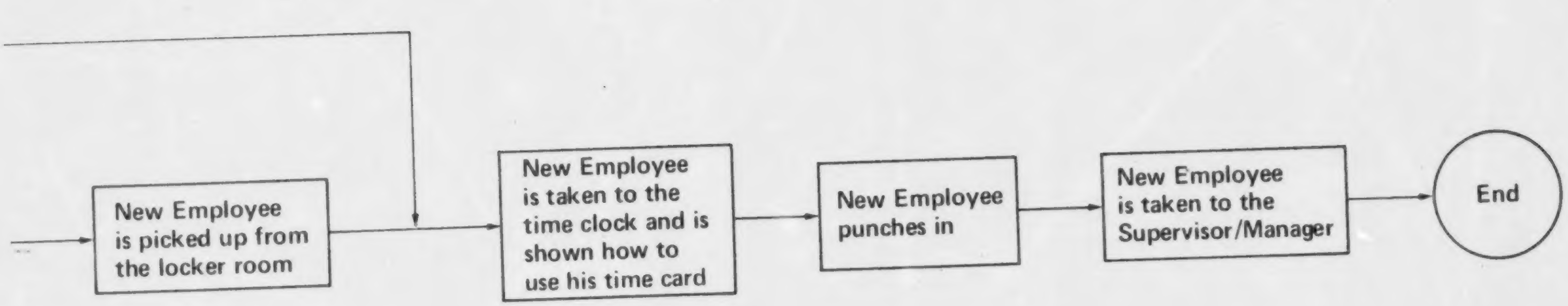
HIRING PROCESS


Need for Employee ______ ______
Advertisement of Need
1. Newspaper
2. Word-of-Mouth
Response to Ad
Walk-in
Telephone
Through Another Employee
Mon.–Fri. Days refer to ______
Sat., Sun. Evenings Provide Info Sheet
Mon.–Fri. Days refer to ______
Ask them to call ______ Mon. – Fri.
Ask them to Call ______ Mon. – Fri. for an appointment
Appointment Arranged
Preliminary Interview Appointment (application filled out)


Applicant does not want to work
Decision
Not to Hire
Check References for EEOC Back up
Advise Applicant that he has not been hired
File Application for Six Months
After Six Months Dispose of Application
End
Decision
Applicant should be considered further
Check References
Two or more Unsatisfactory References
Not more than one Unsatisfactory Reference
Arrange an Interview between the Applicant and the Supervisor/ Manager
Send Application and Preliminary Interview comments to Supervisor/Manager
Final Interview with Supervisor/ Manager


Applicant does not want to work
Decision
Not to Hire
Application materials with No Hire Decision returned to ____
Applicant is advised that he has not been hired.
Application is filed for Six Months
After Six Months Dispose of Application
End
If Supervisor/Manager is undecided, discusses with ____________
Decision
To Hire
Application materials with Hire Decision returned to ____ indicating Starting Date: Time:
Applicant is offered the position. Remind about uniform, shoes and hourly rate
Applicant gives his decision
Does not want to work
Wants to work


Applicant is asked to report to ______ Date: Time:
New Employee reports to ______
New Employee fills out tax forms
Time Card is prepared
New Employee is given
1. Job Manual
2. Training Program
3. Job Description
4. Policy Booklet
New Employee is given a uniform and pays deposit
New Employee is introduced to: ______ ______
New Employee is taken to locker room


New Employee is picked up from the locker room
New Employee is taken to the time clock and is shown how to use his time card
New Employee punches in
New Employee is taken to the Supervisor/Manager
End

APPLICATION AND HIRING PROCESS CHECK LIST

Name: ______________________ Date of Application: ____________

Date	By Whom	
_____	______________	Appointment for Preliminary Interview
_____	______________	Preliminary Interview
_____	______________	Reference Check
_____	______________	Advise Applicant - not hired or
_____	______________	Arrange Interview with Supervisor/Manager
_____	______________	Interview Materials Returned to _______________ with Decision
_____	______________	Applicant Advised - not hired or
_____	______________	Applicant Offered Position
_____	______________	New Employee Scheduled to Report for Forms Processing, Uniform and Locker
_____	______________	Forms Completed, Uniform and Locker Received
_____	______________	New Employee Scheduled to Work

PRELIMINARY INTERVIEW GUIDE

The following should be discussed during the preliminary interview:

1. Job Title
2. A General Job Description
3. Pay Rate
4. Working Hours
    a. Shifts
    b. Day-off Policy
5. Uniform Policy and Dress Code
6. Insurance
7. Marital Status
8. Dependents
9. Care of Dependents
10. Transportation to Work
11. Past Employment History
12. Reasons for Wanting Employment

Note: After the interview, indicate "Mr." or "Ms." on application before name.

APPLICATION FOR EMPLOYMENT

Position desired: ____________________

Name:	Social Security No.:	Telephone No.:
Street: Apt. No.:	Are you a U.S. citizen? ☐ Yes ☐ No If "no" Alien Registration No.: ________ Type of Visa:	
City: Zip:	If "yes" Place of birth: ________ Date of birth:	
Do you have any medical condition which would affect your job performance? ______ If yes, explain:	Circle highest grade attended in school: 1 2 3 4 5 6 7 8 9 10 11 12 College 1 2 3 4	

WORK EXPERIENCE: (Last Employer First)	Dates	Type of Job	Reason for Leaving
Firm:	From:		
Address:	To:		
Supervisor: Wage:			
Firm:	From:		
Address:	To:		
Supervisor: Wage:			
Firm:	From:		
Address:	To:		
Supervisor: Wage:			

REFERENCES: (Other than other employees or relatives)

Name:	Address:	Telephone No.:
Name:	Address:	Telephone No.:

PERSON TO NOTIFY IN CASE OF ACCIDENT:

Name:	Relationship:	Address:	Telephone No.:

I certify that any misrepresentation made in this application will be sufficient cause for cancellation of this application and/or for my separation from . I certify that the above statement has been read by me and that the statements I have made on this application are true and correct.

Signature of Applicant ____________________ Date: ____________

PRE-EMPLOYMENT MEDICAL HISTORY

Name: Last First Middle

Social Security No.

Address:

Date of Birth:

City: State: Zip:

Marital Status:
☐ Single
☐ Married
☐ Widowed
☐ Divorced
☐ Separated

Personal Doctor:
Name: ____________________
Address: ____________________
____
Telephone: ____________________

No. of Dependents:

Height: Weight:

Has any member of your immediate family ever had: (Yes or No)

Tuberculosis __________ Diabetes __________ Mental Illness __________

Have you ever had or do you have the following:

	Yes	No		Yes	No
Rheumatic fever	____	____	Tuberculosis	____	____
Rheumatism	____	____	Pounding Heart	____	____
Glasses or contact lenses	____	____	Intestinal trouble	____	____
Tumors, cysts, cancer	____	____	Stomach or liver trouble	____	____
Pain or pressure in chest	____	____	Gall Bladder or gall stones	____	____
Rupture or hernia	____	____	Piles or rectal trouble	____	____
Frequent headaches	____	____	Sugar-blood in urine	____	____
Broken or fractured bones	____	____	Muscle or neuritis pain	____	____
Eye trouble	____	____	Nervous breakdown	____	____
Difficulty in hearing	____	____	Hay fever, Asthama, Hives	____	____
Epelepsy or fits	____	____	Vericose veins	____	____
Malaria	____	____	Coughing or vomiting blood	____	____
Painful or trick elbow or shoulder	____	____	Bone or joint deformity	____	____
Shortness of breath	____	____	Sciatica	____	____
Other	____	____		____	____

If you have checked yes to any of the above, please explain:

____

____

____

Have you ever received, claimed or applied for pension, compensation or settlement because of any injury, illness or disability? ☐ Yes ☐ No

If yes, please explain: ____

I certify that I have reviewed the foregoing information supplied by me and that it is true and complete to the best of my knowledge.

Signature of Applicant ______________________________ Date: ____________________

APPENDIX C

CR: Demographic Profiles and Rate of Turnover, Absenteeism and Tardiness

TABLE 1

DEMOGRAPHIC PROFILES OF CURRENT EMPLOYEES: (April, 1972) LENGTH OF SERVICE

	CR(1)		CR(2)	
Months	#	%	#	%
0-3	35	28	44	46
4-6	18	14	14	15
7-12	11	9	10	11
13-14	15	12	13	13
25-48	17	14	10	11
49+	29	23	4	4
Total	125	100%	95	100%

TABLE 2

DEMOGRAPHIC PROFILES OF CURRENT EMPLOYEES: (April, 1972) AGE

	CR(1)		CR(2)	
Years	#	%	#	%
0-17	8	7	2	2
18-22	21	18	13	14
23-25	16	13	13	14
26-35	28	24	30	33
36-45	26	22	20	22
46-55	15	12	12	13
56+	5	4	2	2
Total	119	100%	92	100%

TABLE 3

DEMOGRAPHIC PROFILES OF CURRENT EMPLOYEES: (April, 1972) RACE

	CR(1)		CR(2)	
	#	%	#	%
White	64	56	48	59
Black	39	34	20	25
Spanish	5	4	10	12
Eastern	6	5	0	0
Other	1	1	3	4
Total	115	100%	81	100%

TABLE 4

ANNUAL TURNOVER* BY JOB TITLE
(November 1, 1970 - October 31, 1971)

Job Title	CR(1) %	CR(2) %
Waitress	333	236
Table Busser	264	569
Cashier	333	257
Bakery Sales	120	250
Cook	325	137
Pantry	112	400
Vegetable Preparer	-	-
Baker	50	800
Baker's Helper	800	750
Dishwasher	200	314
Porter	700	285
Steward	150	-
Hat Checker	400	-
Bartender	240	-
	232	267

$$\text{* Turnover \%} = \frac{\text{Number of terminations}}{\text{Average number of employees}} \times 100$$

TABLE 5

QUARTERLY TURNOVER* BY JOB TITLE
(1st Quarter of 1971 and 1972)

	CR(1)		CR(2)	
Job Title	% 1971	% 1972	% 1971	% 1972
Waitress	40	29	36	41
Cashier	-	-	33	57
Table Busser	56	56	100	147
Bakery Sales	-	-	100	200
Cook	114	-	42	53
Pantry	-	50	67	29
Vegetable Preparer	-	-	-	67
Baker	-	67	100	100
Baker's Helper	100	100	-	-
Dishwasher	20	39	33	138
Porter	67	180	50	160
Hat Checker	200	-	-	-
Bartender	33	33	-	120
Expediter	-	-	-	-
Manager Trainee	-	-	-	-
Steward & Assistants	50	50	-	-
	43	47	44	72

$$* \text{ Turnover } \% = \frac{\text{Number of terminations}}{\text{Average number of employees}} \times 100$$

TABLE 6

RATE OF TARDINESS* BY JOB TITLE
(November 1, 1970 - October 31, 1971)

Job Title	CR(1)	CR(2)
Waitress	3.353	4.534
Table Busser	2.226	6.923
Cashier	0.000	0.000
Bakery Sales	4.000	0.576
Cook	1.241	0.480
Pantry	3.496	0.096
Vegetable Preparer	0.000	0.384
Baker	2.884	0.000
Baker's Helper	0.000	0.000
Dishwasher	0.747	0.470
Porter	7.051	0.549
Steward	1.282	0.000
Hat Checker	0.000	0.000
Bartender	0.000	0.000
Total	2.247	2.616

* Tardiness

Tardiness of more than three minutes and less than one-half day was reported. The formula used for computing tardiness rate is:

$$\frac{\text{Number of times tardy}}{(\text{Avg. no. employees}) \times (\text{Avg. no. workdays})} \times 100$$

TABLE 7

RATE OF ABSENTEEISM* BY JOB TITLE
(November 1, 1970 - October 31, 1971)

Job Title	CR(1)	CR(2)
Waitress	5.443	3.962
Table Busser	0.256	2.912
Cashier	0.256	0.022
Bakery Sales	1.384	2.692
Cook	1.682	2.884
Pantry	0.209	1.923
Vegetable Preparer	0.000	0.384
Baker	1.442	1.282
Baker's Helper	0.000	0.000
Dishwasher	1.175	0.081
Porter	9.935	0.055
Steward	0.881	0.000
Hat Checker	0.000	0.384
Bartender	0.000	0.000
Total	3.0212	2.5058

* Absenteeism

Absenteeism is considered as a failure to report for work when scheduled for one half day or more. The formula used for computing the absenteeism rate is:

$$\frac{\text{Number of man-days lost through job absences}}{\text{(Avg. no. employees) x (Avg. no. workdays)}} \times 100$$

TABLE 8

RATE OF TARDINESS* BY JOB TITLE
(1st Quarter of 1971 and 1972)

	CR(1)		CR(2)	
Job Title	1971	1972	1971	1972
Waitress	0.55	2.06	6.08	2.61
Table Busser	0.17	0.86	5.93	5.94
Cashier	0.00	0.00	0.00	0.00
Bakery Sales	0.00	3.51	0.00	2.46
Cook	0.00	0.61	0.00	0.40
Pantry	0.00	0.64	0.00	0.00
Vegetable Preparer	0.00	0.00	0.00	0.00
Baker	0.00	0.42	0.00	0.00
Baker's Helper	0.00	0.00	0.00	0.00
Dishwasher	0.00	0.00	0.21	0.00
Porter	0.00	1.02	0.00	0.00
Steward	0.00	0.00	0.00	0.00
Hat Checker	0.00	4.10	0.00	0.00
Bartender	0.00	0.00	0.00	0.00
Total	0.27	1.18	3.08	1.65

* Tardiness

Tardiness of more than three minutes and less than one-half day was reported. The formula used for computing tardiness rate is:

$$\frac{\text{Number of times tardy}}{\text{(Avg. no. employees)} \times \text{(Avg. no. workdays)}} \times 100$$

TABLE 9

RATE OF ABSENTEEISM* BY JOB TITLE
(1st Quarter of 1971 and 1972)

	CR(1)		CR(2)	
Job Title	1971	1972	1971	1972
Waitress	4.12	2.92	6.33	9.81
Table Busser	5.64	0.86	2.63	6.36
Cashier	0.00	2.05	0.00	0.43
Bakery Sales	0.38	4.83	2.30	4.92
Cook	1.83	0.00	1.06	1.34
Pantry	20.51	0.42	0.21	1.46
Vegetable Preparer	0.00	3.84	0.00	0.00
Baker	0.00	0.85	1.28	0.64
Baker's Helper	0.00	0.00	0.00	0.00
Dishwasher	0.76	0.85	0.85	1.12
Porter	4.70	0.00	1.28	0.00
Steward & Assistants	3.84	0.96	0.00	5.98
Hat Checker	0.00	3.07	0.00	0.00
Bartender	0.00	0.00	0.00	3.69
Manager Trainee	0.00	0.00	0.00	0.00
Total	3.12	1.60	3.28	5.24

* Absenteeism

Absenteeism is considered as a failure to report for work when scheduled for one half day or more. The formula used for computing the absenteeism rate is:

$$\frac{\text{Number of man-days lost through job absences}}{(\text{Avg. no. employees}) \times (\text{Avg. no. workdays})} \times 100$$

APPENDIX D

HFS: List of Jobs Analyzed

HFS: LIST OF JOBS ANALYZED

Food Production

1. Executive Chef
2. Executive Sous Chef
3. Sous Chef #1 (A.M.)
4. Sous Chef #2 (P.M.)
5. Banquet Chef
6. Coffeehouse Chef
7. Restaurant #1 Chef
8. Restaurant #2 Chef
9. Garde Manger
10. Head Butcher
11. Pantry Preparation
12. Pastry Chef
13. Production Chef
14. Steak House Chef
15. Private Club Chef
16. Assistant Head Butcher
17. Assistant Head Cold Meat
18. Assistant Pastry Chef
19. Assistant Pastry Chef
20. Broiler Man
21. Carver
22. Cold Meat Man
23. Fireman
24. Fish Butcher
25. Fry Cook
26. Head Broiler
27. Head Fish & Soup
28. Head Fry
29. Head Ice Cream Man
30. Head Roast
31. Head Second Cook
32. Head Swing
33. Pastry Cook
34. Pastry Man - Pastry Service
35. Runners - Chef
36. Sandwich Man
37. Seafood Man
38. Secretary to Executive Chef
39. Second Cook
40. Swing Butcher
41. Sweet Roll Man - Night Baker
42. Swing Man

43. Toast Man - Coffeehouse

44. Vegetable Cook

45. Vegetable Man

Commissary and Clerical

46. Commissary Clerk

47. F & B Control Clerk

48. Receiving Clerk

Service

49. Wine Steward

50. Assistant Wine Steward

51. Bar Porter

52. Bartender

53. Lounge Captain

54. Lounge Waitress

55. Lounge Runner

56. Coffeehouse Waitress

57. Coffeehouse Hostess

58. Restaurant #3 Bartender

59. Restaurant #3 Cocktail Waitress

60. Restaurant #3 Hostess

61. Restaurant #1 Busboy

62. Restaurant #1 Captain

63. Restaurant #1 Waiter

64. Restaurant #1 Reservations Clerk

65. Restaurant #1 Bartender

66. Restaurant #2 Busboy

67. Restaurant #2 Hostess

68. Restaurant #2 Waiter

69. Restaurant #2 Waitress

70. Room Service Busboy

71. Room Service Telephone Operator

72. Room Service Sheet Writer

73. Room Service Captain

74. Room Service Waiter

75. Steak House Waiter

76. Steak House Hostess

77. Headwaiter

Steward

78. Assistant Steward

79. Banquet Houseman

80. Bottleman

81. Cleaner

82. Coffeeman

83. Dishwasher

84. Garbageman

85. Glasswasher

86. Head Pantry
87. Head Silver Cleaner
88. Head Steward
89. Ice Man
90. Linen Room Attendant (Food)
91. Pantryman - Pantry Service
92. Potwasher
93. Runner
94. Service Man - Coffeehouse
95. Silver Cleaner
96. Steward
97. Yardman
98. Banquet Steward
99. Coffeehouse Steward
100. Houseman - Foreman (catering)

APPENDIX E

HFS: List of Job Descriptions and Sample of Job Description

HFS: JOB DESCRIPTIONS

Service

1. Headwaiter
2. Captain - Restaurant #2, Steak House, Restaurant #1
3. Waiter - Steak House, Restaurant #2
4. Waiter - Restaurant #1
5. Hostess - Steak House
6. Hostess - Coffeehouse
7. Waitress - Coffeehouse
8. Cocktail Waitress - Restaurant #3, Lounge
9. Table Busser
10. Restaurant #1 Reservation Clerk
11. Service Bartender
12. Public Bartender
13. Bar Porter
14. Room Service Captain
15. Room Service Waiter
16. Room Service Table Busser
17. Room Service Sheet Writer
18. Room Service Telephone Operator
19. Banquet Houseman
20. Banquet Houseman, Foreman
21. Wine Room Steward
22. Wine Room Clerk

Commissary and Clerical

23. Receiving Clerk
24. Commissary Clerk
25. Food and Beverage Control Clerk

Linen Room

26. Linen Room Supervisor
27. Linen Room Attendant

Steward

28. Executive Steward
29. Head Banquet Steward
30. Main Kitchen Steward
31. Head Silver Cleaner
32. Banquet Steward
33. Coffeehouse Steward
34. Head Pantry Man
35. Swing Steward
36. Runner
37. Ice Man
38. Yardman
39. Coffee Man
40. Pantry Man
41. Garbage Man
42. Dishwasher

43. Bottle Man

44. Glasswasher

45. Silver Cleaner

Food Production

46. Executive Chef

47. Executive Sous Chef

48. Pastry Chef

49. Sous Chef #1

50. Sous Chef #2

51. Banquet Chef

52. Coffeehouse Chef (Room Chef)

53. Restaurant #1 Room Chef (Room Chef)

54. Restaurant #2 Chef (Room Chef)

55. Steak House Chef (Room Chef)

56. Private Club Chef (Room Chef)

57. Head Swing Man

58. Head Second Cook

59. Head Fry Cook - Main Kitchen

Head Fry Cook - Coffeehouse

60. Head Fish/Soup Man

61. Assistant Pastry Chef

62. Head Roast

63. Head Butcher

64. Swing Butcher

65. Chef Garde Manger

66. Fry Cook/Toast Man

67. Sweet Roll Man (Night Baker)

68. Pastry Cook

69. Head Ice Cream Man

70. Seafood Man

71. Swing Man

72. Head Broiler Man

73. Assistant Head Butcher

74. Second Cook - Coffeehouse

Second Cook - Main Kitchen

75. Carver - Restaurant #3, Restaurant #2

76. Assistant Head Cold Meat Man

77. Fry Cook - Main Kitchen

78. Cold Meat Man - Coffeehouse

Cold Meat Man - Main Kitchen

Cold Meat Man - Restaurant #2

79. Secretary to Executive Chef

80. Pastry Man (Pastry Service)

81. Sandwich Man (Girl)

82. Fireman

83. Fish Butcher

84. Vegetable Cook

85. Chef's Runner - Coffeehouse

Chef's Runner - Main Kitchen

86. Cleaner

87. Potwasher

JOB DESCRIPTION

JOB TITLE: Sous Chef #1 (A.M.) (6:00 A.M. - 3:00 P.M.)

JOB SUMMARY:

Assists Executive Sous Chef and Executive Chef in the supervision of personnel and food preparation in the kitchens during breakfast and lunch hours.

EXAMPLES OF WORK PERFORMED:

1) Signs out kitchen keys from the security office and opens all refrigerators.
2) Checks the inventories and daily menus for banquets, room service, and restaurants.
3) Requisitions necessary items from the food commissary, wine room, butcher shop, etc.
4) Supervises and assists in food preparation and service to waiters/waitresses.
5) Checks the employee scheduling to insure all stations are adequately manned.
6) Works with the Executive Chef and Executive Sous Chef and substitutes in any area of the kitchen, as necessary.
7) Prepares food for third floor banquets.

EQUIPMENT USED:

Refrigerators, ovens, gas or electric ranges, kettles, pots, pans, all kitchen utensils, and all other equipment.

MATERIALS USED:

All raw or cooked meats, poultry, fish, seafood, vegetables, and fruits; seasonings and other food.

JOB DESCRIPTION (Cont'd)

RELATION TO OTHER JOBS:

PROMOTION FROM: Swing and Head Butcher, Head Roast, Head Fry Cook, Head Second Cook, Head Fish/Soup Man, Head Broiler Man, Swing Man

PROMOTION TO: Executive Sous Chef and Executive Chef

SPECIAL QUALIFICATIONS:

Should have knowledge of all operations in the kitchen.

APPENDIX F

AFS: Sample of Employee Attitude Survey Questionnaire

WHAT DO YOU THINK?

The following **confidential** questionnaire is part of an overall efforts by (xxxx) Air Lines Food Services Division and the National Restaurant Association to determine career opportunities for (xxxx) Air Lines Food Services employees.

Your questionnaire will be analyzed by the National Restaurant Association staff and **only group** results will be used. Your name will **NOT** be placed on the questionnaire so no one will know who filled it out.

There are only 9 questions, all of which can be answered quickly. Read the directions for each question **before** you circle or fill in an answer.

The questionnaire is part of a survey being conducted with the knowledge of (xxxx) Air Lines Food Services management and the labor union. Remember, only the **group** results will be used.

For those who speak Spanish, the questions on the back should be answered.

Answer **each** of the following questions. The information you give is very important for the success of the survey.

Thank you for your help.

EMPLOYEE ATTITUDE SURVEY

Circle **one** answer for each question:

I. I am satisfied (happy) with my present job.
  (1) very much
  (2) quite a lot
  (3) it's OK
  (4) not too much
  (5) not at all

II. I am happy (satisfied) with (xxx) Food Services as a place to work.
  (1) all of the time
  (2) most of the time
  (3) some of the time
  (4) almost never
  (5) never

III. The following list has items that are important in a job. Using the numbers 1-9, put one number beside each item, starting with **1** as **most** important to you in your job, **2** as second most important, **3** as third **most** important, through **9** as **least** important. Read all 9 items **before** you start. Fill in every blank and use each number only **one** time.

Example: Using numbers 1-5, put one number beside each item, from most valuable to least valuable. Number 1 is most valuable and number 5 is least valuable.

3	(1)	10¢ (3rd value)
5	(2)	1¢ (5th value)
1	(3)	50¢ (most value)
2	(4)	25¢ (2nd most value)
4	(5)	5¢ (4th value)

Number in order of importance to you (1-9):

____ (1) Chances for promotion
____ (2) My co-workers
____ (3) Fringe benefits (insurance, flight passes, etc.)
____ (4) I like what I do in my job
____ (5) Pay
____ (6) My supervisor
____ (7) Training for new positions
____ (8) Work conditions (light, noise level, temperature, etc.)
____ (9) My work is planned and organized
____ (10) Other: ____________________

Circle the **one** correct answer for each question:

IV. **Your Age**
  (1) 18-25
  (2) 26-35
  (3) 36-45
  (4) 46-55
  (5) 56+

V. **Your Sex**
  (1) Male
  (2) Female

VI. **Your Education**
  (1) 0-6 years
  (2) 7-9 years
  (3) 10-12 years
  (4) 13+

VII. **Your Job Title**
  (1) Food Service Assistant
  (2) Pantry Worker
  (3) Second Cook, Pastry Chef, Pastry Cook
  (4) Cook
  (5) Lead Pantry, Lead Food Service Assistant
  (6) Kitchen Steward
  (7) Baker
  (8) Other ____________________
  ____

VIII. **Your Length of Time in Present Job Classification**
  (1) 0-6 months
  (2) 7-12 months
  (3) 1-2 years
  (4) 3-5 years
  (5) 6-10 years
  (6) over 10 years

IX. **My Hourly Wage is** ____________________

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¿QUE PIENSA UD?

El siguiente cuestionario **confidenciál** es parte de un esfuerzo hecho por las Cocinas del Aire de (xxxx) Air Lines y la Asociación Nacional de Restaurantes para determinar oportunidades de mejor empleo para los empleados de Cosina y Comisariatos de (xxxx) Air Lines.

Su cuestionario será analizado por los empleados de la Asociación Nacional de Restaurantes y solamente los resultados en grupo serán usados. Sus nombres no serán puestos en el cuestionario y no se sabrá, de ese modo, quién lo hizo.

Sólo son 9 preguntas, que se pueden contestar rápidamente.

Lea las instrucciones de cada pregunta antes de que Ud marque su respuesta.

Este cuestionario es parte de un exámen conducido con el permiso de la gerancia de (xxxx) Air Lines Food Services y la Unión de trabajadores.

Para las personas de habla española, las preguntas en la última página deberán de ser contestadas.

Conteste cada pregunta. La información que Ud. de, es muy importante, para el suceso del exámen.

Gracias por su ayuda.

EXAMEN DE ACTITUD PARA EMPLEADOS

Encierre en un círculo una respuesta por cada pregunta:

Estoy satisfecho, (felíz) con mi presente trabajo.
- (1) muchísimo
- (2) mucho
- (3) esta bién
- (4) no mucho
- (5) nunca

I. Estoy felíz (satisfecho) con (xxx) Food Services como lugar de trabajo.
- (1) Todo el tiempo
- (2) casi siempre
- (3) algunas veces
- (4) casi nunca
- (5) nunca

II. La lista que sigue, tiene frases que son muy importantes en el trabajo. Usando los números del 1 al 9, ponga un número al lado de cada frase, comenzando con el número **1** en la frase mas importante para usted, use número **2** para la segunda mas importante y así sucesivamente hasta llegar al número 9. Lea todas las frases, antes de empezar. Llene cada una de las lineas, usando cada número una sola vez.

Ejemplo. Usando números 1-5, ponga un número al lado de cada frase, desde lo más valioso hasta lo menos valioso. Número uno es lo más valioso y número cinco lo menos valioso.

3	(1)	10¢ Tercero más valioso
5	(2)	1¢ Quinta más valioso
1	(3)	50¢ Más valioso
2	(4)	25¢ Segundo más valioso
4	(5)	5¢ Cuartro más valioso

Ponga los números en orden de importancia (1-9):

____ (1) Oportunidades de ascenso

____ (2) Mis compañeros de trabajo

____ (3) Beneficios (seguros, pases de viaje, etc.)

____ (4) Me gusta lo que hago en mi trabajo

____ (5) Salario

____ (6) Mi Supervisor

____ (7) Entrenamiento para otros trabajos

____ (8) Condiciones de trabajo (luz, ruido, temperatura)

____ (9) Mi trabajo es planeado y organizado

____ (10) Otro: ______________________

Encierre en un círculo una respuesta, por cada pregunta:

IV. **Su edad**
- (1) 18-25
- (2) 26-35
- (3) 36-45
- (4) 46-55
- (5) 56+

V. **Sexo**
- (1) Masculino
- (2) Femenino

VI. **Educación**
- (1) 0-6 años
- (2) 7-9 años
- (3) 10-12 años
- (4) 13+

VII. **Su Clacificación**
- (1) Asistente de Servicios de Alimentos
- (2) Pantry Worker
- (3) Second Cook, Pastry Chef, Pastry Cook
- (4) Cook
- (5) Lead Pantry, Lead Food Service Assistant
- (6) Kitchen Steward
- (7) Baker
- (8) Other______________________

____

VIII. **Antiquedad en mi presente clasificación**
- (1) 0-6 meses
- (2) 7-12 meses
- (3) 1-2 años
- (4) 3-5 años
- (5) 6-10 años
- (6) más de 10 años

IX. **Mi salario por hora es** ______________________

APPENDIX G

AFS: Job Task Observation and Verification Form

JOB TASK OBSERVATION AND VERIFICATION FORM

Job Title:________________	Job Classification No.:_________
Performance Objectives and Tasks as established by Management*	Performance Objectives and Tasks as Observed*
Date:________By Whom:_______	Date:_______By Whom:__________

*Indicate equipment, materials and forms used in each performance objective or task where special knowledge, ability or training is required for their use.

If there is a discrepancy between established tasks and observed tasks, verify:____

Date: By Whom:

Approved - Signature:____________________ Date:________________

APPENDIX H

AFS: Sample of a Job Performance Criteria

PERFORMANCE CRITERIA

FOODSERVICE ASSISTANT

Employee Name: ____________ I. D. #: ____________ Location: ____________

	Passed	Disqualified	Date	By Whom
I. Equipment Operation and Maintenance Competency				
II. Codes				
III. Supply Functions				
IV. Belt Operations				
V. Final Check Procedures				
VI. Stripping Procedures				
VII. Cleaning				

I. EQUIPMENT OPERATION AND MAINTENANCE

A. Ability to Operate the Silver Burnisher.	Yes	No
Does the employee know how to turn on the machine?		
Does the employee know how to load the silver?		
Does the employee know when to remove the silver?		
B. Ability to Operate the Silver Packaging Machine.		
Does the employee know how to turn on the machine?		
Does the employee know how to replenish the plastic wrap?		
Does the employee operate the machine with hands away from the heating elements?		
Does the employee know how to turn off the machine?		
C. Ability to Operate the Dish Machine.		
Does the employee know how to fill the machine with water?		
Does the employee know how to add detergent and rinsing agents?		
Does the employee know how to start the machine?		
Does the employee know how to feed dishes into the machine in a safe and efficient manner?		
Does the employee know how to unload the machine?		
Does the employee know how to stop the machine?		

II. CODES

A. Show the employee a typical module code area and ask the employee to tell what the codes mean.

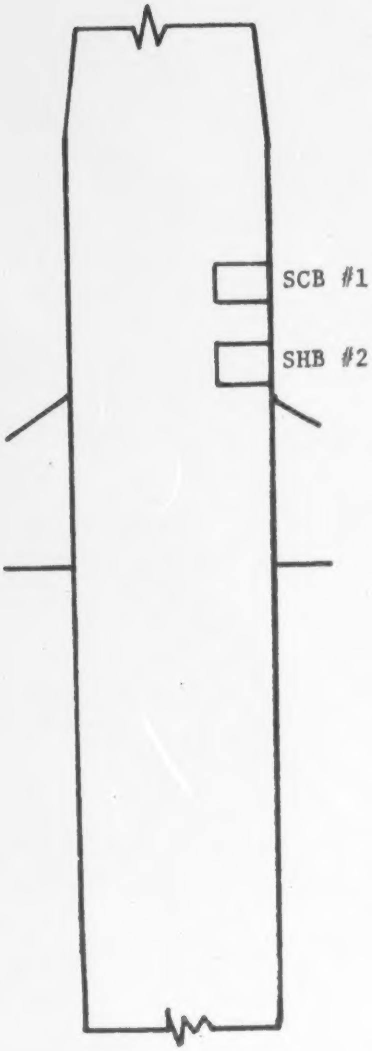
#2
#256
B_5
$12/_1$ ORD

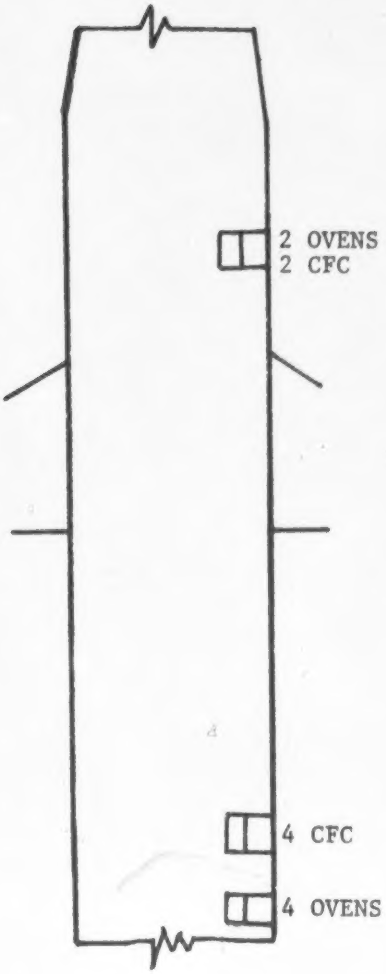
	Yes	No
Was the employee able to explain the meanings?		

B. Ask the employee to look at diagrams of airplanes indicating the number and type of buffet units. The employee should tell what kind of aircraft is depicted from looking at each diagram.

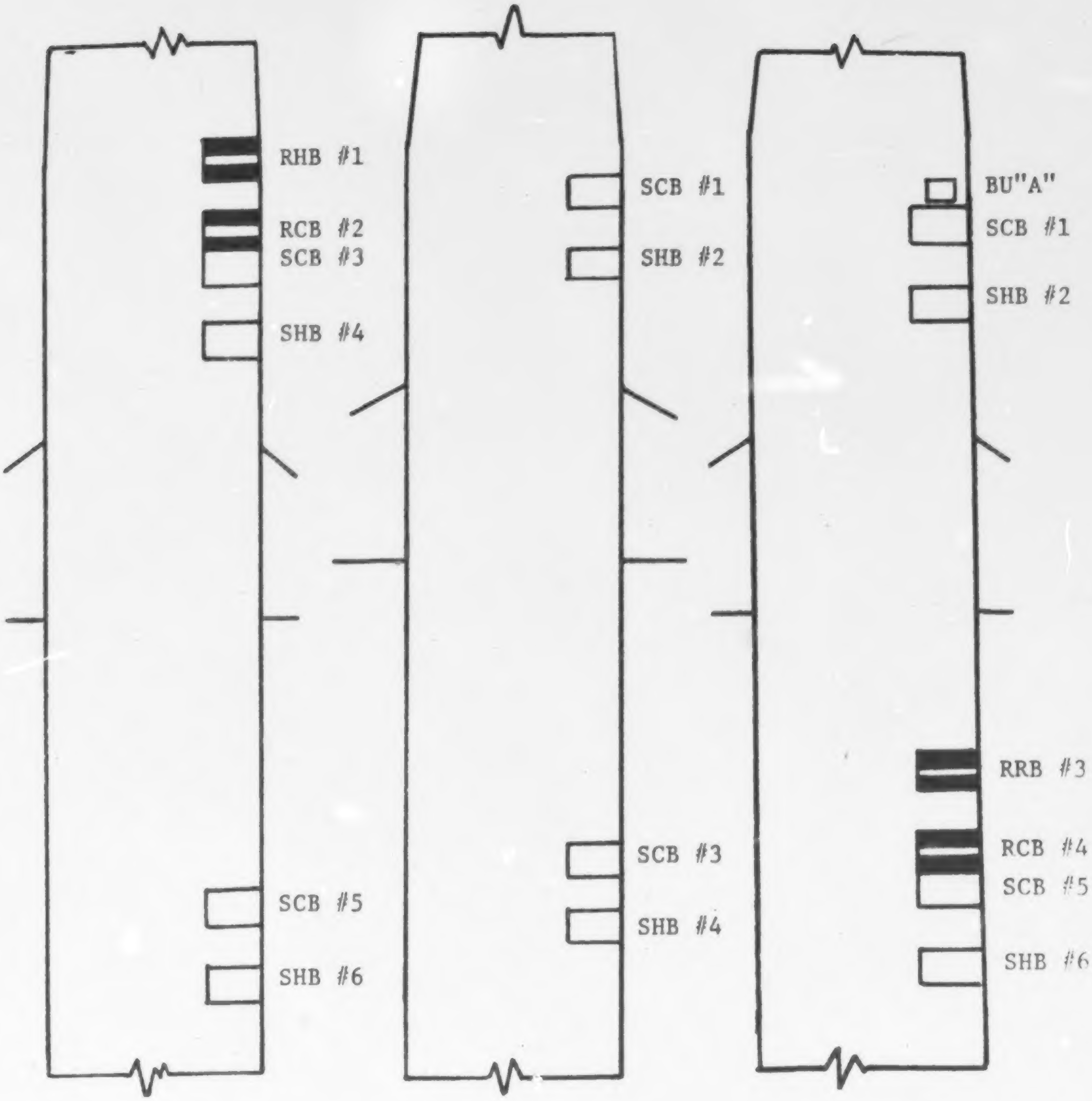
	Yes	No
Was the employee able to identify the types of aircraft?		

C. Does the employee know the following menu codes?	Yes	No
B		
R		
L		
D		
S		
V		

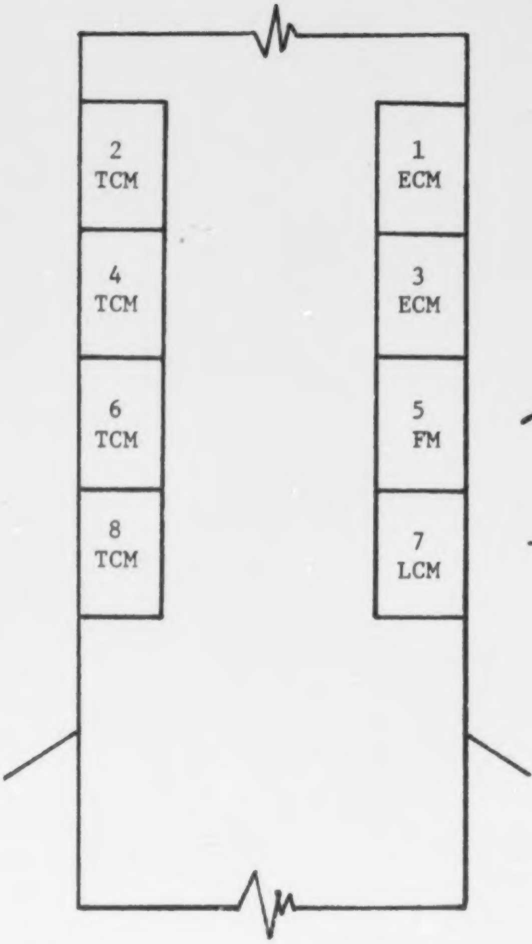


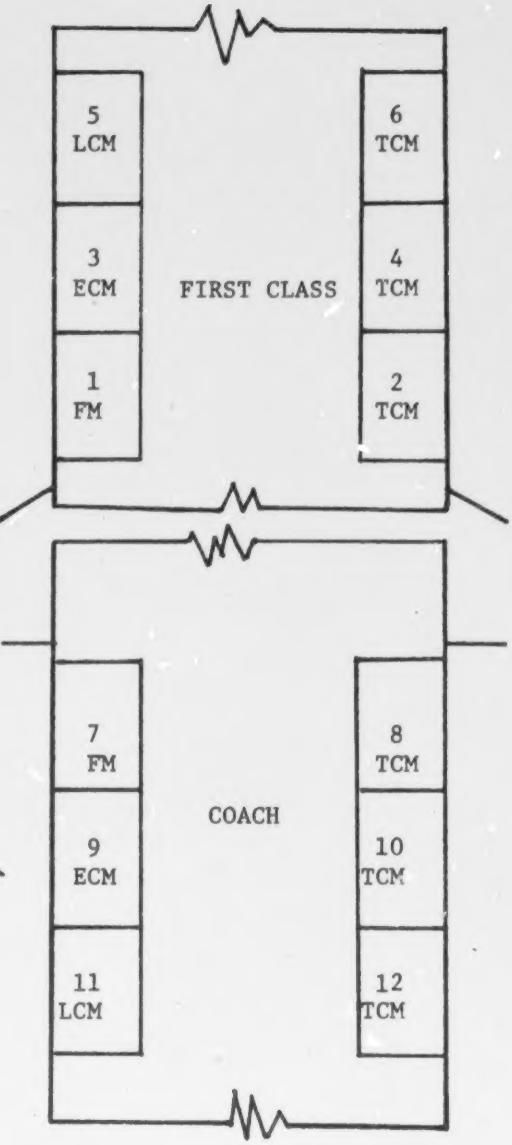

2 OVENS
2 CFC
4 CFC
4 OVENS

SCB - Standard Cold Buffet
SHB - Standard Hot Buffet
CFC - Cold Food Carriers


RHB #1
RCB #2
SCB #3
SHB #4
SCB #5
SHB #6
SCB #1
SHB #2
SCB #3
SHB #4
BU"A"
SCB #1
SHB #2
RRB #3
RCB #4
SCB #5
SHB #6

RHB - Reverse Hot Buffet
RCB - Reverse Cold Buffet
SHB - Standard Hot Buffet
SCB - Standard Cold Buffet
BU - Beverage Unit (Inland - HWI only)
RRB - Reverse Recon Buffet


2 TCM
4 TCM
6 TCM
8 TCM
1 ECM
3 ECM
5 FM
7 LCM


5 LCM
3 ECM
1 FM
FIRST CLASS
6 TCM
4 TCM
2 TCM
7 FM
9 ECM
11 LCM
COACH
8 TCM
10 TCM
12 TCM

TCM - Tray Cart Module
ECM - Entree Cart Module
LCM - Liquor Cart Module
FM - Freezer Module

III. SUPPLY FUNCTIONS

The employee is given:

(1) a module check sheet or Food Service Check-Out Sheet with the kind and amount of supplies to be loaded into the module indicated,
(2) a module with code area completed

	Yes	No
Was the employee able to load the supplies into the module in the proper locations?		

IV. BELT OPERATIONS

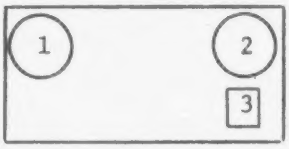
A. The belt requires manual dexterity on the part of the employee. The employee will be stationed on the belt for two days. The employee must keep pace with other belt workers and must not delay production

	Yes	No
Was the employee able to function on the belt?	_____	_____

B. Basic Tray Set-Up

1. First class

Have the employee look at the following diagram and tell where items a, b, and c should be placed on a First Class breakfast tray.



1. ______________________ a. coffee cup

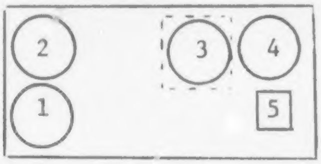
2. ______________________ b. fruit or juice

3. ______________________ c. napkin and silverware

Did the employee give the following answers?	Yes	No
1 = fruit or juice?	_____	_____
2 = coffee cup?	_____	_____
3 = napkin and silverware?	_____	_____

2. Tourist Class

Have the employee look at the following diagram and tell where items a, b, c, d, and e should be placed on a Tourist lunch or dinner tray.



1. ____________________ a. napkin and silverware
2. ____________________ b. roll
3. ____________________ c. dessert
4. ____________________ d. coffee cup
5. ____________________ e. salad

Did the employee give the following answer:	Yes	No
1 = roll?	____	____
2 = salad?	____	____
3 = dessert?	____	____
4 = coffee cup?	____	____
5 = napkin and silverware?	____	____

V. FINAL CHECK PROCEDURES

The employee is given a loaded module with module check sheet or Food Service Check-Out Sheet.

	Yes	No
Did the employee know where to check supplies according to the sheet and module number?		
Did the employee secure missing items?		

VI. STRIPPING

The employee is given a dirty module to strip.		Yes	No
Did the employee:	(1) sort dishware, silverware and trays as required?	_____	_____
	(2) pull out recyclable disposables?	_____	_____
	(3) dispose of waste items?	_____	_____
Was the employee:	(1) efficient in movement?	_____	_____
	(2) careful of breakable items?	_____	_____
	(3) able to empty the module in approximately _____ minutes?	_____	_____

VII. CLEANING

	Yes	No
Does the employee know the proper detergents for floors and for walls?	_____	_____
Does the employee know how to use the automatic floor scrubber?	_____	_____
Does the employee know where to empty trash?	_____	_____
Does the employee know how to operate the compactor?	_____	_____

APPENDIX I

AFS: Sample of a Training Curricula Outline

OUTLINE OF FOODSERVICE ASSISTANT TRAINING CURRICULA

- I. Module One - General Orientation
  - A. Overview of the system network
  - B. Station codes
  - C. Twenty-four hour clock
  - D. Work flow in the flight kitchen
  - E. Buffet units
    - 1. Types of units and their uses
    - 2. Differences in the buffet units by aircraft
    - 3. Buffet location on all aircraft types
  - F. Small equipment and utensil identification
  - G. Module coding

- II. Module Two - Stripping Area
  - A. Stripping techniques
  - B. Dish Washing
    - 1. Operation of the machine
    - 2. Cleaning the machine
    - 3. Cleaning compounds
  - C. Operation of the silver burnisher
  - D. Operation of the silver bagging machine
  - E. Operating of the plastic crusher
  - F. Pot washing
  - G. Janitorial skills
    - 1. Floor and wall care
    - 2. Equipment used

- III. Module Three - Supply Area
  - A. Identification of supply items
  - B. Use of buffet sheet
  - C. Supply locations in buffet units
  - D. Supply stations in the flight kitchen
  - E. Use of master production sheet
  - F. Special flight services
  - G. Final check procedures

- IV. Module Four - Tray Area
  - A. Explanation of the assembly system
  - B. Tray set-ups for various meal codes
  - C. Tray set-ups for other customers

- V. Module Five - Commissary Area
  - A. Packing procedures
  - B. Equipment orientation

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